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7
25

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Business Spotlight

Business Spotlight

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CAREERS WITHOUT UNI

Manual labour is attracting young people

DIVERSITY

Why it's good for business

How to ask for more money

... and get it without bending over

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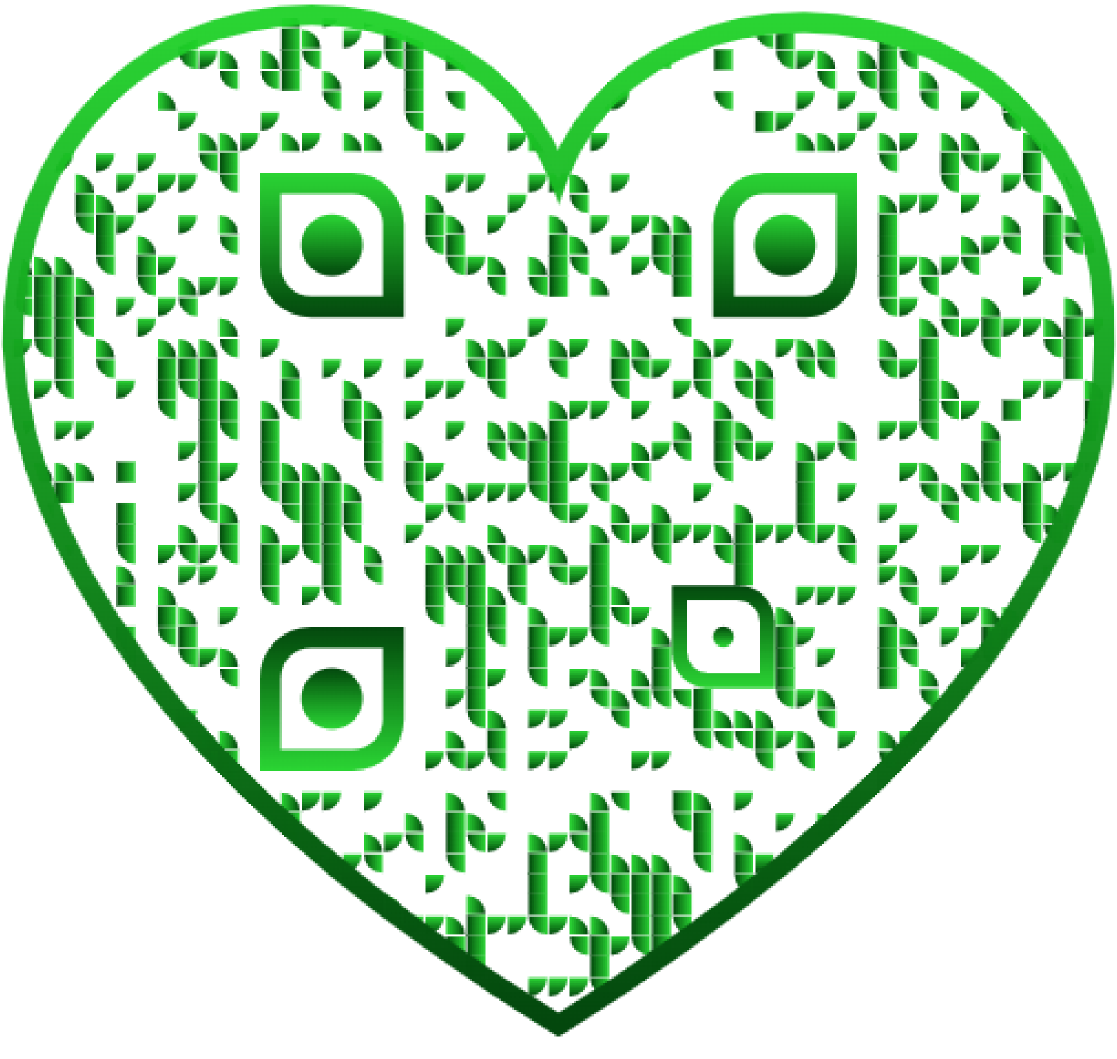

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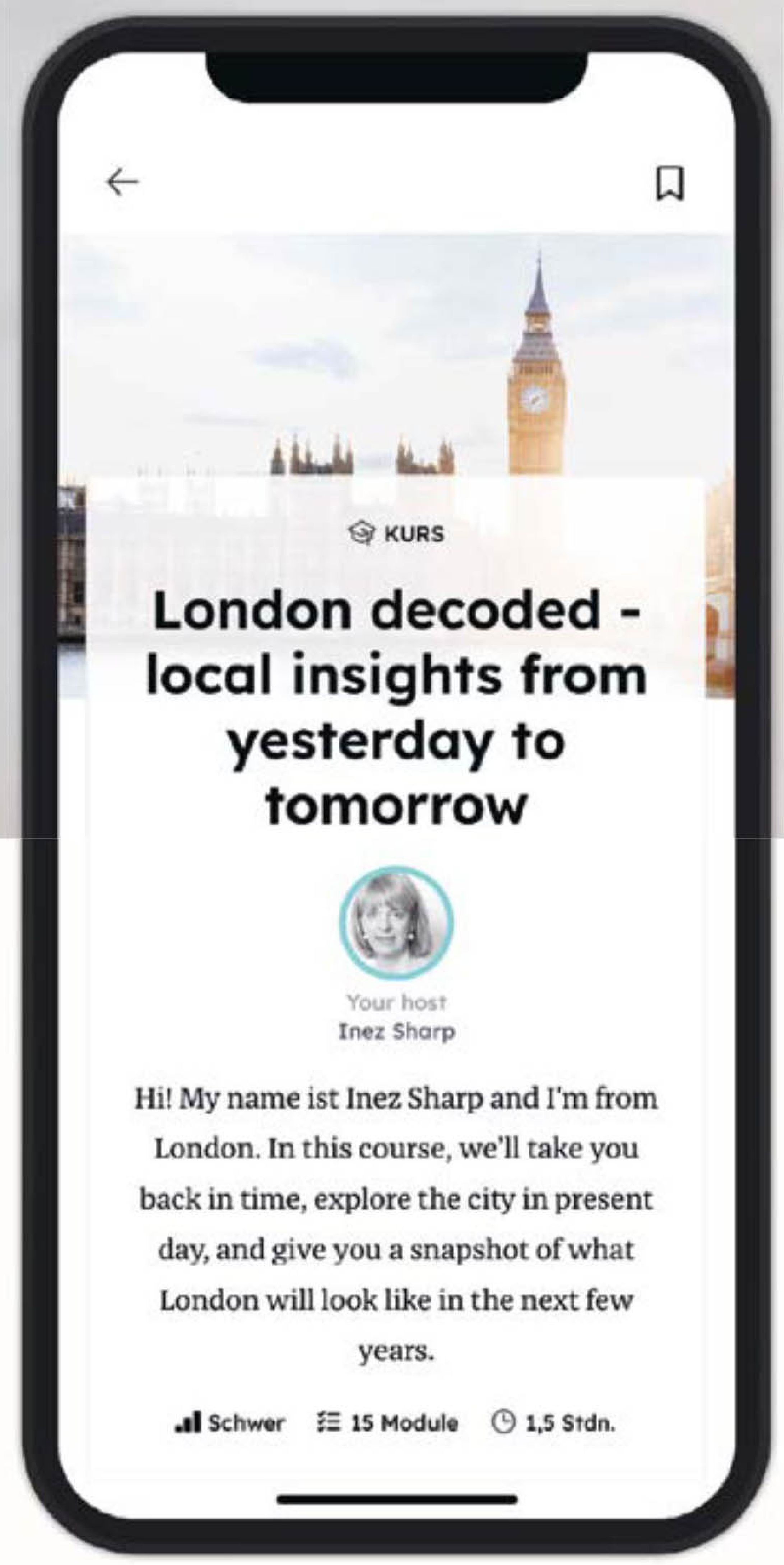
KURS

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Good for you!

In an increasingly difficult world, this issue is all about goods, goodness and greatness.

I already said it above: This issue is all about positivity. With so much bad news all around, we report on a wealthy Brazilian entrepreneur who has found his purpose in working for the social good, and an American businesswoman who is investing in women's sports. We speak with young people who are doing good for themselves and their communities by choosing a career in the trades.

In another article, you get tips on how to do good for yourself — by not multitasking. We look at why diversity is good for business. And in the cover story, our skills expert explains how to effectively ask for a raise at work. That's always good!

Our article on logistics is about the job of delivering goods to remote places. And finally — in a twist of semantic irony — our career coach asks: "Why settle for good when you can reach for greatness instead?"

Have a good — no! a great — read!

issue [ˈɪʃuː]	Ausgabe
entrepreneur [ˌɑːntrəprəˈnɜː]	Unternehmer(in)
trade	*hier:* handwerklicher Beruf
goods	Waren, Güter
remote	abgelegen
settle for sth.	sich mit etw. zufriedengeben

Judith Gilbert

JUDITH GILBERT, EDITOR-IN-CHIEF
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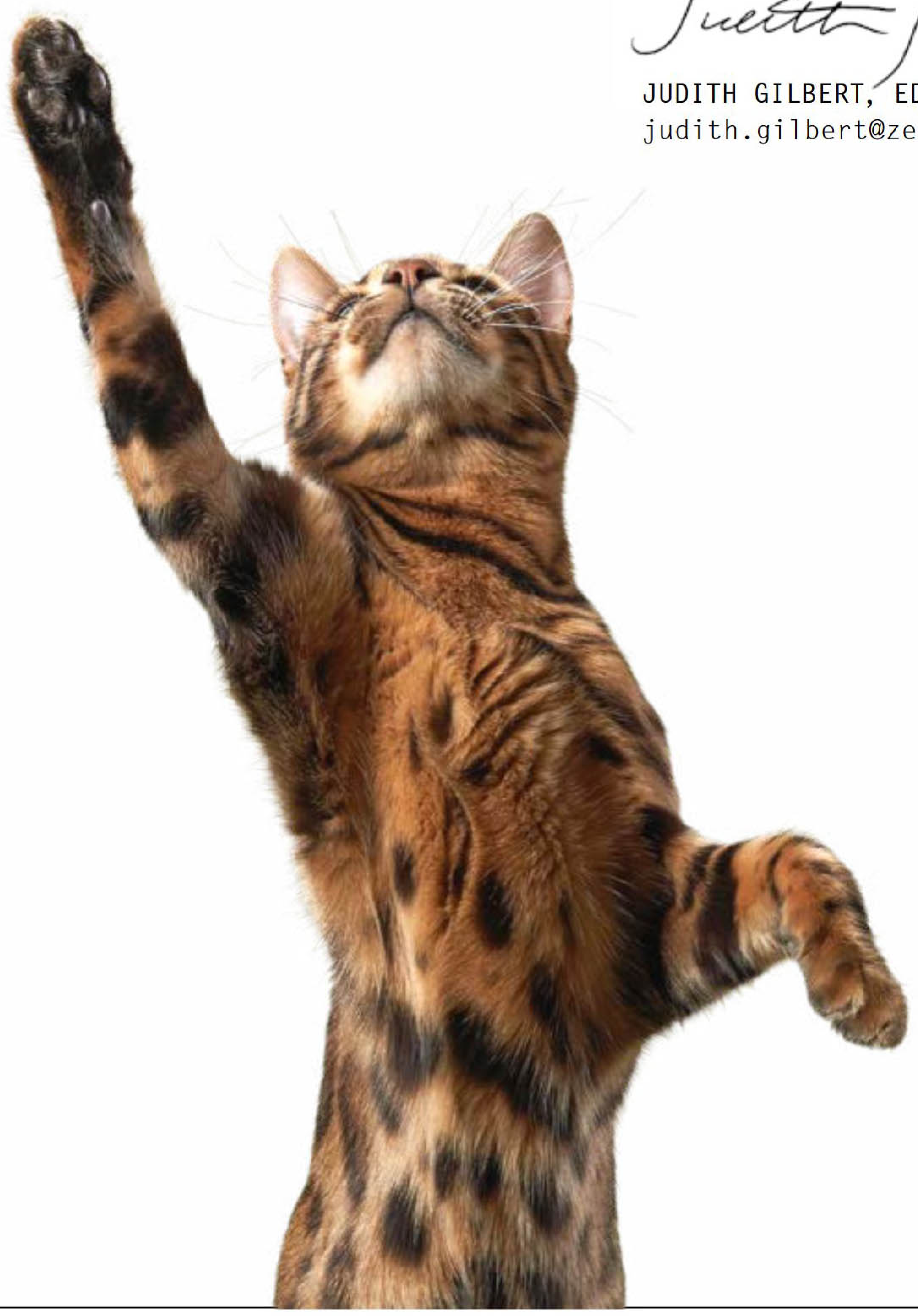

Titelillustration: Georg Lechner; Fotos: iStock.com, Matthieu Rouil

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Good is the enemy
of great, so aim for
greatness!

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🎧 There is extra audio material related to this article on *Business Spotlight Audio*

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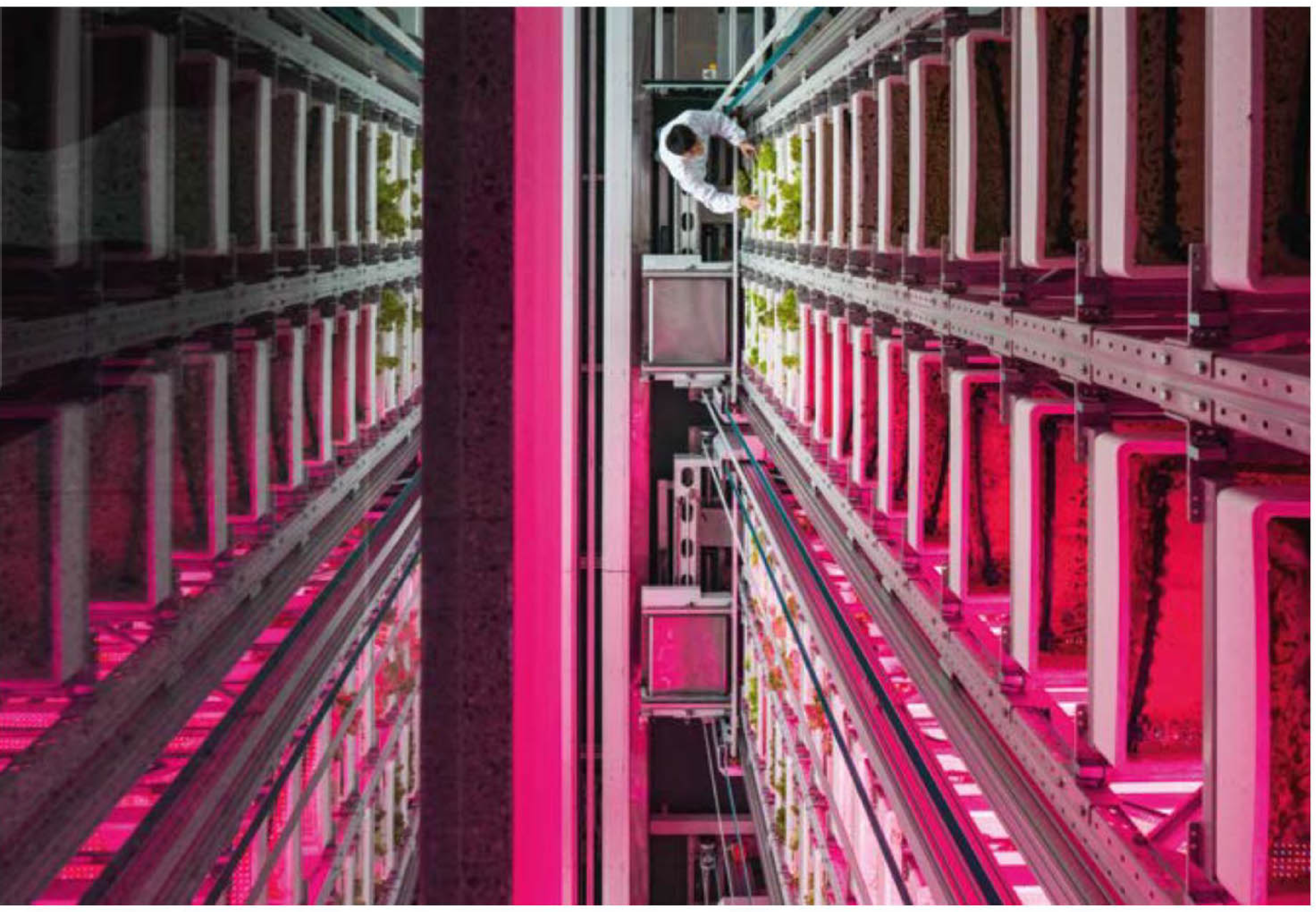

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Get your hammers! We're talking about trades
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7/25
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Language in Business Spotlight

- Articles use the style, spelling, punctuation and pronunciation of British English unless otherwise marked. Articles in American English are marked "US".
- Glossaries use these abbreviations: *ifml.*: informal word or phrase; *vulg.*: vulgar word or phrase; UK: chiefly British usage; US: chiefly North American usage

E EASY	**M MEDIUM**	**A ADVANCED**
Approximately at CEF level A2	Approximately at CEF levels B1–B2	Approximately at CEF levels C1–C2

CEF: European Framework of Reference for Languages

Foto: AFP via Getty Images

Run, run, run!

EASY ÜBUNGSHEFT

AUSTRALIA · The growing popularity of running shows no signs of stopping. Every year, about 1.1 million people finish one of the more than 800 marathons that are organized around the world. Every marathon is a race of just over 42 kilometres, but not all races are the same. The Abbott World Marathon Majors (AbbottWMM) are a special group of the seven biggest and most prestigious city marathons — Boston, New York, London, Berlin, Chicago, Tokyo and, as of 2025, Sydney.

Sydney's three-year candidacy to join the majors was itself a marathon, but the annual event is expected to attract a lot of sporty international visitors to Australia's largest city, who will bring in an extra A$300 million (about €170 million) over the next ten years. It's also hoped that the higher profile of the race will be a boost to public health and sport in general.

The AbbottWMM are sponsored by Abbott Laboratories, a global healthcare company based in Abbott Park, Illinois, in the US. Runners who finish all seven races win a special medal. In the future, however, this will probably involve a lot more running — the marathons of Cape Town and Shanghai are the next candidates to join.

prestigious [preˈstɪdʒəs]	angesehen, renommiert
candidacy	Kandidatur; *hier*: Bewerbung
annual [ˈænjuəl]	jährlich
profile	*hier*: Bekanntheitsgrad
boost	Steigerung, Ankurbelung, Förderung

HEALTHCARE

Why we need more nurses

MEDIUM **AUDIO** **ÜBUNGSHEFT**

There are about 29 million nurses working around the world, but that's still not enough. Nursing is the most in-demand healthcare profession, with a global shortage of about six million nurses — most acutely in developing countries. According to the World Bank, high-income countries have, on average, 9.8 nurses per 1,000 people, while low-income countries have just one.

A nursing shortage is, of course, bad for patients, but poor healthcare delivery affects social well-being and economic growth — there are estimates that the health costs and productivity losses could add up to as much as ten per cent of GDP. What's more, rapidly ageing societies face rising demand for care services. Globally, care work already makes up 11.5 per cent of employment, and the number of nursing graduates needs to increase by eight per cent by the end of this decade.

Where will all the new nurses come from? The obvious answer is to get more men involved — 90 per cent of nurses worldwide are women. And that's not the only idea. Howard Catton, the CEO of the International Council of Nurses, told the World Economic Forum: "One of the things we should be doing ... is promoting nursing as an alternative career to people who are in sectors where technology may replace a lot of human resources."

nursing	(Kranken-)Pflege
in-demand	gefragt
healthcare profession	Gesundheitsberuf
shortage	Mangel, Knappheit
high-income	einkommensstark
low-income	einkommensschwach
poor	*hier*: mangelhaft, schlecht
healthcare delivery	Gesundheitsversorgung
affect sth.	sich auf etw. auswirken
GDP (gross domestic product)	BIP (Bruttoinlandsprodukt)
care work	Pflegearbeit
make sth. up	*hier*: etw. ausmachen
graduate ['grædʒuət]	Absolvent(in)
international council	*hier*: Weltbund

> "This would be a much better world if more married couples were as deeply in love as they are in debt"

EARL WILSON (1907–1987), American journalist and author

debt: be in ~ [det]	Schulden haben

Comparison

CRISIS OF EXPRESSION

Population by freedom of expression category; 2024

	COUNTRIES	PEOPLE
Open:	**38**	**1.3 billion**
Less restricted:	**35**	**531 million**
Restricted:	**25**	**1.2 billion**
Highly restricted:	**24**	**774 million**
Crisis:	**39**	**4.2 billion**

More than half the world's people, across 39 countries, live with no freedom of expression. Since 2000, 46 countries have moved to a less-free category.

Source: Global Expression Report 2024

freedom of expression	Meinungsfreiheit, Redefreiheit
billion	Milliarde(n)
restricted	eingeschränkt

Illustrationen: Georg Lechner; Shutterstock.com; Fotos: Interfoto; Alamy Stock Photo; Illy

PROFILE

Coffee chief

ADVANCED AUDIO

Cristina Scocchia got her first internship — at the US consumer goods giant Procter & Gamble (P&G) — by telling a lie. She wrote on her CV that she spoke "good English", but that wasn't true. "English wasn't taught where I'm from." Scocchia, who was born in the Italian town of Sanremo in 1973, told the *Financial Times*. "I really wanted to have the opportunity to show them I was good." She says the people at the interview shouted at her but gave her a chance anyway.

Scocchia's employers did see how good she was. Hired by P&G while still at university, she later became her interviewer's boss. Now aged 51, she's been the chief executive of three different companies — currently, of the coffee producer Illycaffè — in a country where very few CEOs are women. "I doubt I would have had the same career trajectory had I not left Italy," she says.

Her focus at Illy, to grow international sales, faces challenges, including supply chain issues, climate change and, most recently, tariffs. Still, Scocchia is used to defying expectations. She says her father was the only one in her hometown who believed in her: "He taught me that the starting point must not determine who you become."

internship	Praktikum
CV (curriculum vitae) [kəˌrɪkjʊləm ˈviːtaɪ]	Lebenslauf
interview	*hier*: Vorstellungsgespräch
interviewer	*hier*: Gesprächspartner(in) beim Vorstellungsgespräch
career trajectory	Berufslaufbahn
tariff	*hier*: Handelszoll
defy sth.	etw. trotzen

ENTERTAINMENT

No more nights out?

MEDIUM AUDIO

Since 2020, around 400 nightclubs in Britain have closed — more than a third of the total number. Once famous for their wild party culture, young British people seem to be falling out of love with nights out. The Night Time Industries Association (NTIA) says 61 per cent of people aged 18–30 are going out less often than a year earlier — and only 16 per cent are out after 10 p.m.

Some of this lifestyle change may come from the pandemic and the fact that a lot of socializing now happens online. Safety is also important — about a third of young people say they feel anxious when they are out after dark.

The main reason, however, is probably financial. Rising costs for clubs mean higher admission prices, on top of the cost of drinks, a taxi, etc. The NTIA reports 68 per cent of people say the economic climate has reduced how much they go out. Michael Kill, CEO of NTIA, says: "The results of this research confirm what we in the industry have been warning about for years: Young people are being priced out of nightlife."

fall out of love with sth.	*hier*: die Begeisterung für etw. verlieren
night out: have a ~	(abends) ausgehen
anxious [ˈæŋkʃəs]	ängstlich, besorgt, nervös
price sb. out of sth.	*hier*: jmdm. etw. aufgrund zu hoher Preise unmöglich machen

coffee badging

When employees go to work briefly, to see colleagues, have a cup of coffee and meet office attendance rules, before leaving to work from home. "Badging" here means "using one's company badge to clock in".

briefly [ˈbriːfli]	kurz, flüchtig
attendance	Anwesenheit
badge	Ausweis
clock in	den Arbeitsbeginn registrieren, einstempeln

Should we say "please"?

Sam Altman, the boss of OpenAI, says polite users of ChatGPT cost the company "tens of millions of dollars" in electricity bills. OpenAI estimate that each query sent to ChatGPT uses enough energy to power a light bulb for a few minutes. And extra words, such as "please" or "thank you", add to the cost. However, Altman thinks it's worth the price to be able to interact with AI in a human way.

2 seconds is all the time needed to become an entrepreneur in Ukraine. And it takes just 30 minutes to create a limited-liability company. Ukraine has the world's fastest business registration service because of a government-sponsored app called Diia. The app lets people use up to 70 online services, such as changing a driving licence or making payments.

YouTube at 20

The world's favourite video-sharing platform was launched in 2005.

Today, more than two billion people around the world use YouTube and, on average, they watch more than a billion hours of content a day.

Every minute, more than 500 hours of new content is uploaded to the platform.

Source: YouTube

Watching mum and dad

It's not uncommon for worried parents to track their children's location. The US tech company Life360, which offers such location-based services, has about 80 million users worldwide.

Increasingly, however, it's the children who are tracking their parents. Life360 is currently developing a wearable device for elderly parents, so their kids will know where they are and when they might need help. The company plans to start selling the device in 2026.

electricity bill	➥ Stromrechnung
query ['kwɪəri]	➥ Anfrage
light bulb	➥ Glühbirne
entrepreneur [ˌɒntrəprə'nɜː]	➥ Unternehmer(in)
limited-liability company (LLC)	➥ Gesellschaft mit beschränkter Haftung (GmbH)
business registration	➥ Gewerbeanmeldung
driving licence (UK)	➥ Führerschein
launch sth. [lɔːntʃ]	➥ *hier*: etw. auf den Markt bringen
billion	➥ Milliarde(n)
on average	➥ im Durchschnitt
content	➥ *hier*: Medieninhalt
track sth.	➥ etw. nachverfolgen
based	➥ *hier*: basiert
wearable device ['weərəbᵊl]	➥ tragbares Gerät
elderly	➥ älter, betagt
leftover	➥ übrig geblieben
found sth.	➥ etw. gründen

The rivals

Globally, around one-third of food is wasted. Anti-food-waste apps connect restaurants, supermarkets and other businesses that have leftover food with consumers who are happpy to buy it for a discount.

TOO GOOD TO GO		OLIO
Founded 2015, in Copenhagen	⟷	Founded 2015, in London
Users 100 million	⟷	Users 8.5 million
Meals distributed 400 million	⟷	Meals distributed 113 million

Fotos: dr

COMPUTING

Speed of light

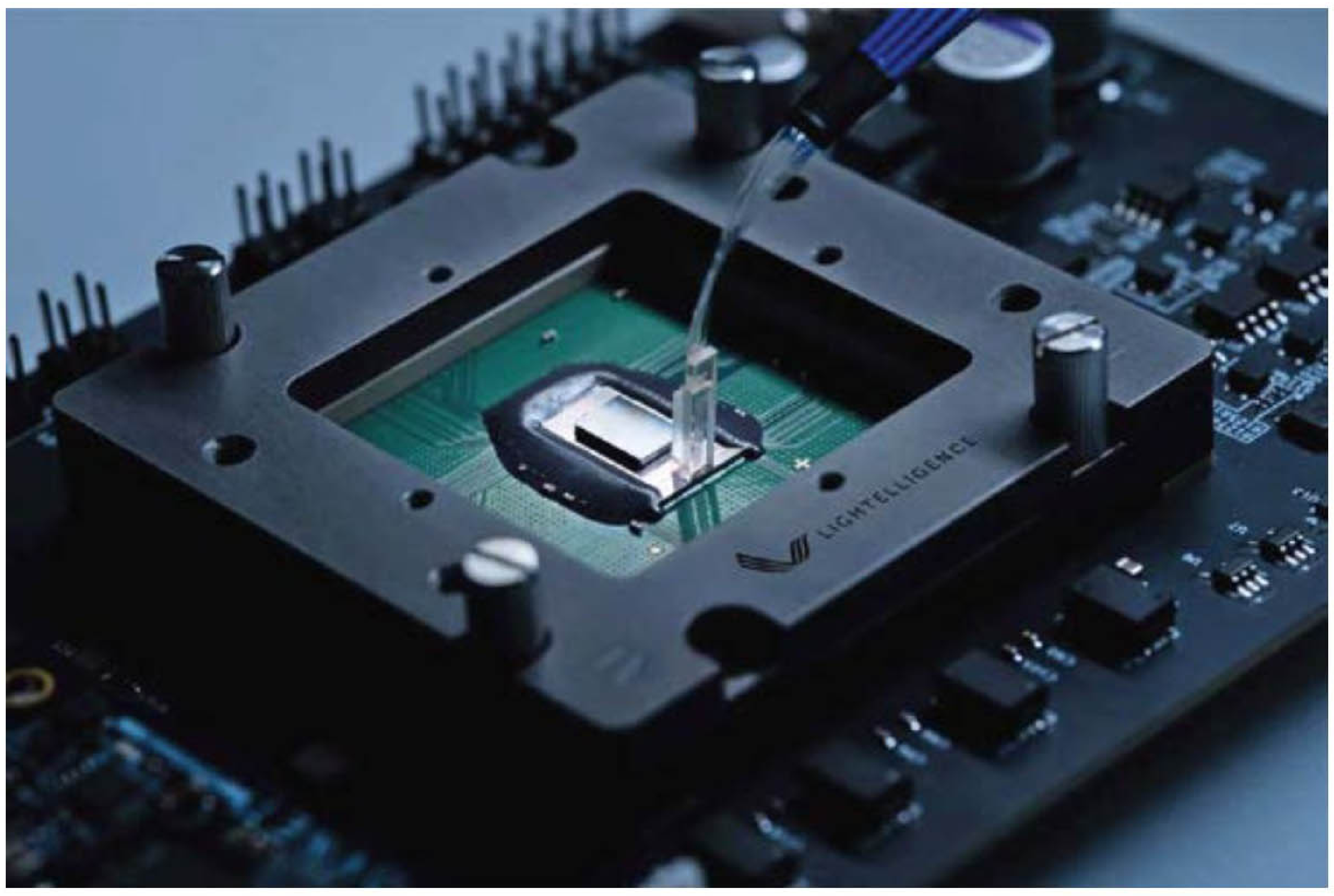
ADVANCED AUDIO

Moore's law says that computing power doubles every two years or so. This has been true, more or less, since it was formulated by US engineer Gordon Moore in 1965. For electronic computers, Moore's law is getting increasingly hard to maintain, as the miniaturization of transistors hits physical limits. The next generation of computers will need to be fundamentally different.

Some say, in the future, computers will use light and not electricity. Light-based computers, which use photons rather than electrons, may be close to a commercial launch and could make data centres much more efficient. As photons move faster than electrons, they could make computers faster. Also, photons move without resistance, so the power demands would be much less than those of conventional computers, which need energy-intensive cooling.

Lightelligence, a Singapore-based start-up, has demonstrated commercial applications for its light-based computers and said it will soon be ready to start producing them.

computing power	➨ Rechenleistung
engineer [ˌendʒɪˈnɪə]	➨ Ingenieur(in)
commercial launch [lɔːntʃ]	➨ Markteinführung
power demand	➨ Energiebedarf
cooling	➨ *hier*: Kühlung
application	➨ Anwendung



Fotos: Lightelligence; Veesion

Walking: 95.93%
Normal: 76.83%
Camera 02
Camera

SECURITY

Can AI stop shoplifters?

MEDIUM AUDIO

Retail crime has been rising. Official data shows a 23 per cent increase in shoplifting offences reported to the police in England and Wales in the 12 months to September 2024. Industry numbers are even higher, possibly because some business owners don't actually call the police.

Shoplifters are a challenge for businesses, as too much security puts off real customers. Cameras and facial-recognition software are effective only when offenders are already in the database. Many retailers are now hoping artificial intelligence (AI) can help.

With machine-learning algorithms and biometric technology, AI can identify suspicious activity, such as attempts to hide something. Security staff can then look at the footage and decide whether to take action. Providers of AI systems, such as the French start-up Veesion, say they can reduce the financial losses from shoplifting by 60 per cent or more.

retail	➨ Einzelhandel
shoplifting	➨ Ladendiebstahl
offence	➨ Straftat
shoplifter	➨ Ladendieb(in)
put sb. off	➨ jmdn. vergraulen
facial recognition	➨ Gesichtserkennung
offender	➨ Straftäter(in)
database	➨ Datenbank
suspicious [səˈspɪʃəs]	➨ verdächtig
footage [ˈfʊtɪdʒ]	➨ Aufnahme(n)

WORLD
ECONOMIC
FORUM

Antonio Moraes

The social entrepreneur

Foto: WEF

Antonio Moraes ist ein Unternehmer mit großen Ambitionen:
Er will das Gemeinwohl stärken – und einer Milliarde Menschen helfen.

Von RACHEL PREECE

MEDIUM

> “I’ve always looked to make as much of a social impact as possible”

Antonio Moraes is the grandson of the billionaire entrepreneur Antonio Ermirio de Moraes, who was one of Brazil’s richest people when he died, in 2014. The younger Moraes could have had a cushy job at one of his grandfather’s companies. For a while, he was on the board of Votorantim — one of the largest industrial conglomerates in Latin America. However, Moraes wanted to create a social business and, in 2018, co-founded XP Health, a digital-first vision platform that aims to make glasses affordable.

While he was a student at Stanford University, where he got a master’s degree in business administration and healthcare policy, Moraes visited several eyewear manufacturers in China. He learned that glasses with designer frames, which sold for about $600 in the US, cost only around $10 to make. “We thought there’s something very wrong with these mark-ups,” Moraes told TechCrunch. So, XP Health buys frames and lenses directly from factories in Asia — including designer frames by Ray-Ban, and Armani. The company claims not to mark up its products at all, but generates revenue through regular membership fees.

“The key turning point in my life happened when I found my purpose, when I was 17,” Moraes told the media company Pulse 2.0. “I spent a month in Rome at a spiritual retreat and had a deep moment of clarity of purpose, realizing I was supposed to do something that could have a real impact [on] people’s lives.”

He explains that, on his 20th birthday, he set himself the goal of helping one million people by the time he turned 30. Today, he’s aiming to help one billion people.

A new capitalism

Moraes was the co-creator and co-producer of a 2017 documentary called A New *Capitalism*, about how an alternative form of capitalism could benefit whole communities, rather than the richest few individuals. The documentary, which is available on Netflix, looks at entrepreneurs who are creating a positive social impact around the world.

Moraes plans to use his family’s influence for what he sees as the greater good. “I’ve always looked to make as much of a social impact with as many people as possible,” he explains. “For my companies, like XP Health, we try to be a charitable company by serving our clients the best that we can. It’s our mission to provide the best quality, the best prices and the best products. If you are in the game for the long term, try to create something meaningful, impactful and significant. You will prioritize the customers in the first place by doing so.”

ANTONIO MORAES

Known as: entrepreneur, grandson of Antonio Ermirio de Moraes, one of Brazil’s richest men

Social work: co-founder of XP Health and a co-producer of *A New Capitalism*, which questions thinking about capitalism

Recognition: 25 most influential people in Brazil, Goldman Sachs Global Leader, *FT*’s 25 Brazilians to watch

entrepreneur [ˌɒntrəprəˈnɜː] ► Unternehmer(in)

co-founder ► Mitgründer(in)

question sth. ► etw. infrage stellen

recognition ► *hier:* Anerkennung

influential [ˌɪnfluˈenʃᵊl] ► einflussreich

billionaire ► Milliardär(in)

entrepreneur [ˌɒntrəprəˈnɜː] ► Unternehmer(in)

cushy [ˈkʊʃi] (*ifml.*) ► bequem, leicht

board ► *hier:* Vorstand

co-found sth. ► etw. mitbegründen

degree ► *hier:* Abschluss

healthcare policy ► Gesundheitspolitik

eyewear ► Sehhilfe

manufacturer ► Hersteller(in)

frame ► *hier:* (Brillen-)Gestell

mark-up ► Handelsmarge/-spanne

lens ► *hier:* Brillenglas, Linse

mark sth. up ► etw. im Preis heraufsetzen

(not) at all ► überhaupt (nicht)

generate revenue [ˈrevənjuː] ► Ertrag erwirtschaften

membership fee ► Mitgliedsbeitrag

turning point ► Wendepunkt

impact ► Auswirkung(en)

billion ► Milliarde(n)

documentary ► Dokumentarfilm

greater good: the ~ ► das übergeordnete Wohl, Gemeinwohl

charitable ► gemeinnützig, wohltätig

for the long term ► langfristig

impactful ► wirkungsvoll

“Women’s soccer around the world needs investment”

Michele Kang

The spirit of soccer

Frauenfußball wird immer größer. Eine, die das früh erkannt hat, ist Michele Kang. Wie wurde die US-Geschäftsfrau zur Mehrheitseignerin des Fußballvereins Washington Spirit?

Von SARAH EVANS

MEDIUM US

Both on and off the field, soccer has long been dominated by men. However, one woman is shaking things up. Michele Kang, a businesswoman and founder of the health IT company Cognosante, is the majority owner of the professional soccer team Washington Spirit, which plays in the U.S. National Women's Soccer League. Kang, who is the first woman of color to own a team in the league, has donated tens of millions of dollars to boost the sport in the U.S. "I don't think I've been as passionate about anything as I am now about women's soccer," she told *The New York Times*.

Kang discovered her interest in soccer relatively late. Having grown up in South Korea, she moved to America to study economics at the University of Chicago and, later, public and private management at Yale. She began her career at Ernst & Young (EY), working in telecommunications. Then, in 2008, Kang started her company with the aim of developing technology that would improve people's access to healthcare.

Focused on business, Kang had no interest in soccer. "If you'd asked me ... 'Are you going to be a sports team owner?' I would have looked at you like you're crazy," she told sports TV channel ESPN. "I had a reasonably successful company," she explains. "I thought that was my business career."

However, in 2019, Kang was invited to join the Washington Spirit's ownership group and she became curious. She had already established a venture capital firm, Cognosante Ventures, which invested in digital health companies. A sports team would be another chance to support entrepreneurs.

Investing in soccer

Her time at Washington Spirit hasn't always been easy. In 2021, Kang heard from a number of people about allegations of verbal and emotional abuse against the team's former head coach. With the players' support, Kang took control of the team herself in March 2022 — the former owner was allegedly forced out for allowing a toxic workplace culture. A joint statement said simply: "The person we trust is Michele."

Women's soccer is increasingly popular — especially when there's an international tournament on, such as the UEFA Women's EURO 2025, in Switzerland in July. The 2023 FIFA Women's World Cup included 32 teams for the first time, and sold over a million tickets — a record.

Beyond the big tournaments, the sport is thriving in various countries. According to Britain's Football Association (FA), for example, the number of women and girls in the UK who play soccer increased by 56 percent from 2020 to 2024. Kang says it's important to keep the momentum going, because there's still a lot to do. "Women's soccer around the world needs investment," she says.

YONGMEE MICHELE KANG

Known as: businesswoman, philanthropist, Washington Spirit owner
Board member of: American Red Cross, Washington National Opera, Northern Virginia Technology Council, Palm Beach Symphony
Awards: 2023 Horatio Alger Award, 2016 Top 100 CEO Leaders in STEM, 2015 EY Entrepreneur of the Year

board	► Vorstand, Geschäftsführung
council	► Rat, Gremium
CEO (chief executive officer)	► Geschäftsführer(in)
entrepreneur [ˌɑːntrəprəˈnɜː]	► Unternehmer(in)

soccer [ˈsɑːkᵊr] (US)	► Fußball
shake things up	► *hier*: die Fußballwelt aufmischen
founder	► Gründer(in)
majority owner	► Mehrheitseigner(in)
league [liːg]	► Liga
donate sth.	► etw. spenden
boost sth.	► etw. fördern
access	► Zugang
healthcare	► Gesundheitsversorgung
channel	► Kanal
reasonably	► verhältnismäßig, recht
venture capital	► Risikokapital
entrepreneur [ˌɑːntrəprəˈnɜː]	► Unternehmer(in)
allegation	► Anschuldigung
abuse	► Missbrauch
head coach	► Cheftrainer(in)
allegedly	► angeblich
joint	► gemeinsam
tournament [ˈtʊrnəmənt]	► Turnier
thrive	► *hier*: erfolgreich sein

Foto: picture alliance/REUTERS

HEAD-TO-HEAD

↔

Can e-learning replace classroom learning?

Kann ein PC einen physischen Klassenraum ersetzen? Ja, durch die technischen Möglichkeiten wird das Lernen individueller, sagen die einen. Nein, das menschliche Miteinander ist unabdingbar, sagen die anderen.

Interviews: MELITA CAMERON-WOOD

ADVANCED **AUDIO** **ÜBUNGSHEFT**

Fotos: Stocksy United; privat

YES “Standardized education doesn’t work for all students”

Technology frees us from the burden of tradition, to make changes to the way we deliver education. Standardized education doesn’t work for all students, especially those on the periphery who learn in a more individualized way. During the pandemic, many schools just gave children lots of homework or went for the “death-by-Zoom” option, but online education has much more to offer than that.

Having taught in both physical and online classrooms, I can say that we always cover more material online. There is constant student interaction through polls, quizzes, the chat and Q&A pods. When students are working through an exam question simultaneously, the teacher can give them individual feedback. You don’t need to wait until they’ve got the answer wrong. You can intervene earlier. You can also see who’s contributing to the lesson at any given moment. There’s less space to hide online than in a physical classroom.

Some students find the social aspect of school overwhelming. Separating their academic education from the physical environment can improve their ability to socialize outside of school and help them to achieve better grades. Online education can also provide continuity of education if a student’s family has to relocate.

If we notice students are disengaged, we can have a conversation with them in a breakout room and, if necessary, schedule supervised study sessions. Self-study is a big part of online education. By teaching students to work independently, manage their time and meet deadlines without constant supervision, we’re giving them valuable life skills.

burden	➤ Last, Bürde
on the periphery [pəˈrɪfəri]	➤ *hier*: außerhalb der Norm
cover sth.	➤ *hier*: etw. behandeln
poll	➤ Abstimmung, Umfrage
intervene	➤ eingreifen, einschreiten
at any given moment	➤ zu jedem beliebigen Zeitpunkt
overwhelming [ˌəʊvəˈwelmɪŋ]	➤ erdrückend, überwältigend
grade (US)	➤ *hier*: Note
schedule sth. [ˈʃedjuːl]	➤ etw. zeitlich festlegen
supervised	➤ beaufsichtigt
supervision	➤ Beaufsichtigung
principal	➤ *hier*: Direktor(in)

HEATHER RHODES is the founder and principal of Highgrove Online School (www.highgroveeducation.com)

NO “Students would miss out on enriching human interaction”

Going to school is not just about subjects, information and ways of thinking. It’s about learning how to behave with others. There are physical aspects of being in a room with other people your age that cannot be replaced by an online platform.

When teaching young children music, I use movement games and songs with choreography. You need to be together in an appropriate space for this. Some music teachers and schools do lessons via Zoom. This works for pupils who already have good technique, but when you start learning an instrument, your body needs to adapt to a lot of unusual postures. Learning how to hold a violin bow or how to position your lips when playing the flute is more effective in person than online.

When it comes to teens, e-learning is a valid option for some extracurricular activities, such as crafts or languages, but definitely not as a replacement for regular school. It’s essential to capture teenagers’ attention and interest, and the device they’re using could easily distract them. If e-learning is used to enhance classroom learning, it needs a well-planned strategy.

I spent three and a half years working at the Rudolf Steiner School in Geneva. Steiner-Waldorf pedagogy is particularly at odds with online learning. In Waldorf schools, teachers delay pupils’ access to devices as long as possible because of their negative effect on concentration. Pupils also engage in many activities that require physical presence, such as gardening, woodworking and eurythmy. Students would miss out on a lot of enriching human interaction if they tried to do those things online.

subject	➤ *hier*: Unterrichtsfach
posture [ˈpɒstʃə]	➤ Körperhaltung
violin bow	➤ Geigenbogen
flute [fluːt]	➤ Flöte
extracurricular [ˌekstrəkəˈrɪkjʊlə]	➤ außerhalb des (regulären) Stundenplans
crafts	➤ Handwerkskünste, Kunsthandwerk
capture sth. [ˈkæptʃə]	➤ etw. einfangen; *hier*: fesseln
enhance sth.	➤ etw. verbessern, bereichern
at odds: be ~ with sth.	➤ zu etw. im Widerspruch stehen
miss out on sth.	➤ etw. versäumen, verpassen

Mehr zu diesem Thema hier kostenlos anhören!
www.business-spotlight.de/audio-gratis/07

NICOLÁS DUNA is a music teacher with a master’s in music pedagogy and experience of working at the Rudolf Steiner School, Geneva (https://ulysses-network.eu/profiles/individual/26694)

Germany has a shortage of tradespeople. Here, a young apprentice boat builder in Bavaria

Time for trades

Während man in Deutschland über einen Handwerker-Mangel klagt, entscheiden sich in den USA und Großbritannien immer mehr junge Menschen für eine Karriere als Tischlerin oder Maurer. Warum?

Von MELITA CAMERON-WOOD

ADVANCED **AUDIO**

Are you afraid of losing your job to AI? Do you spend hours sitting in front of a screen every day? Will you be paying off your student debt for a long time? If you answered yes to any of those questions, then you're probably not a tradesperson. Despite their many benefits, trades are not always seen as desirable professions. In Germany and many other countries, there are serious shortages of skilled tradespeople.

In a recent survey in Germany by Bosch, about 59 per cent of people said they'd noticed a shortage of tradespeople for plumbing and heating services— and almost as many said the same about construction and home renovation. Data from EURES National Coordination Offices shows that 71 per cent of EU countries have a lack of plumbers and pipe fitters. Other occupations with skills shortages include welders, carpenters and joiners, bricklayers, roofers, plasterers and electrical mechanics.

Referring to the US, Bryan Hancock, of McKinsey & Company, commented on the podcast *McKinsey Talks Talent*: "If we don't have skilled tradespeople to build highways, real estate and new housing ..., our economic prosperity and liberty are at stake." A problem for some can be an opportunity for others. Many young Americans are choosing to learn a trade — *The Wall Street Journal* has called Gen Z "the toolbelt generation" — motivated, in part, by the high cost of tertiary education.

Employment of electricians is expected to grow 11 per cent from 2023 to 2033, outpacing the average for other occupations. Paul Iaccarino, of the Brooklyn-based Building Trades Educational Benefit Fund, told *Business Spotlight* that the skills shortage is caused by an ageing workforce and a general lack of awareness of the opportunities that careers in skilled trades provide. "There is great value in learning a trade, and I feel more young people are realizing that," he says.

In Britain, too, the topic of trades is high on the government's list of national priorities. In 2024, it launched what it calls "home-building skills hubs", which are meant to speed up the training of new apprentices with the skills the country needs to build more housing.

Skilled and satisfied

A trade is certainly not a career choice people make because they can't think of anything else to do. A survey in 2024 by the online home services platform Angi found that almost 90 per cent of skilled tradespeople in the US were satisfied with their careers — and the main reason why is that they see meaning and value in their work.

debt: pay off a ~ [det]	➼ Schulden abbezahlen
tradesperson	➼ Handwerker(in)
trade	➼ *hier*: handwerklicher Beruf
shortage	➼ Mangel, Knappheit
survey ['sɜːveɪ]	➼ Umfrage
plumbing ['plʌmɪŋ]	➼ *hier*: Sanitär(bau)
heating	➼ *hier*: Heizung(sbau)
construction	➼ *hier*: Bau(gewerbe)
renovation	➼ Renovierung(sbau), Sanierung(sbau)
plumber ['plʌmə]	➼ Installateur(in)
pipe fitter	➼ Rohrleger(in)
welder	➼ Schweißer(in)
carpenter	➼ Zimmerer/Zimmerin
joiner	➼ Schreiner(in)
bricklayer	➼ Maurer(in)
roofer	➼ Dachdecker(in)
plasterer	➼ Gipser(in)
real estate (US)	➼ Immobilie(n)
prosperity	➼ Wohlstand
stake: be at ~	➼ in Gefahr sein, auf dem Spiel stehen
tertiary education ['tɜːʃəri] (UK)	➼ Universitätsausbildung
outpace sb./sth.	➼ jmdn./etw. überholen, übertreffen
workforce	➼ Arbeitskräfte
hub	➼ *hier*: Zentrum
apprentice [ə'prentɪs]	➼ Auszubildende(r), Lehrling

Foto: Hans-Bernhard Huber/laif

“Social media has made people in the trades take more pride in their work”

Henry Chapman

Henry Chapman, 20,
from Eastbourne, UK
Fourth-year apprentice plumber
at OHM Energy

I’m a hands-on, practical type of person. I had trouble concentrating at school and sitting down all the time. I thought university would be a waste of money for me.

At school, I was lucky because I was put on a work-experience programme, which allowed me to spend two of the five days that I would ordinarily spend in school working with my dad, who has a carpentry business. He was building a house at the time, so I did plumbing, electrical work and more general labour. That’s how I found out I enjoyed being in a trade.

I considered carpentry, but I decided to do plumbing, as there’s more money in it. I started my four-year plumbing course when I was 17. Having a family member in a trade is a big advantage, because you can get experience from a young age, making it easier to get an apprenticeship.

Social media has made people in the trades take more pride in their work. Posts about the trades make these careers more appealing to younger generations. That said, it’s mostly men on-site. I’ve never worked with a woman before.

The company I’m doing my apprenticeship with puts their trust in me, allowing me to prove myself and learn. That’s great because some companies make the mistake of having apprentices just pass tools to more senior plumbers — and then, you don’t feel like you’re getting anywhere.

Something that I really enjoy doing is working on system breakdowns, because there’s a lot of fault-finding and you’re always learning. I also like installing heat pumps because you’ve got to think about pipelines you can’t see under the floorboards. There’s always a new challenge.

Sometimes, I work on-site but also for individual clients, and that’s all about making them feel comfortable having you in their home and explaining what you’re doing. That’s what’ll make them want you to work for them again.

I was nominated for the Gatwick Diamond Business Awards 2025 Apprentice of the Year by my employers, which was a really nice recognition. In the future, I’d love to become self-employed and, maybe one day, I’ll even take on an apprentice of my own.

hands-on	aktiv, praxisorientiert
carpentry	Zimmerhandwerk
apprenticeship [ə'prentɪsʃɪp]	Ausbildungsstelle, Lehrstelle
pride: take ~ in sb./sth.	auf jmdn./etw. stolz sein
appealing	reizvoll, attraktiv
on-site	vor Ort
pass sth. to sb.	jmdn. etw. weitergeben, überreichen
system breakdown	Systemzusammenbruch
fault-finding	Fehlersuche
heat pump	Wärmepumpe
pipeline	Rohrleitung
floorboard	Bodendiele
self-employed	selbstständig

Anna Moynihan is the co-founder of TaskHer, a recruitment platform for women in the trades

During a search for tradeswomen, I couldn’t find a platform that promoted their services. I learned that only five per cent of tradespeople in Britain were women — a gender gap that still exists.

We have a shortage of 270,000 tradespeople. There’s not enough recruitment to encourage more people (especially women) to start a career in the industry. Our mission is to see trades become a more welcoming and attractive career option for girls and women.

Women are missing out on high-paying careers and being funnelled into low-paying work, like childcare or hairdressing, because of gender bias. Teachers and parents need to encourage girls to consider a career in the trades, which can be an exciting, flexible and lucrative career. There’s a responsibility on tradespeople to make the industry more inclusive and equal.

gender gap	geschlechtsspezifischer Unterschied
miss out on sth.	sich etw. entgehen lassen
funnelled: be ~ into sth.	in etw. hineingedrängt werden
hairdressing	Arbeit als Friseur(in)
gender bias ['baɪəs]	geschlechtsbezogener Verzerrungseffekt

Fotos: privat

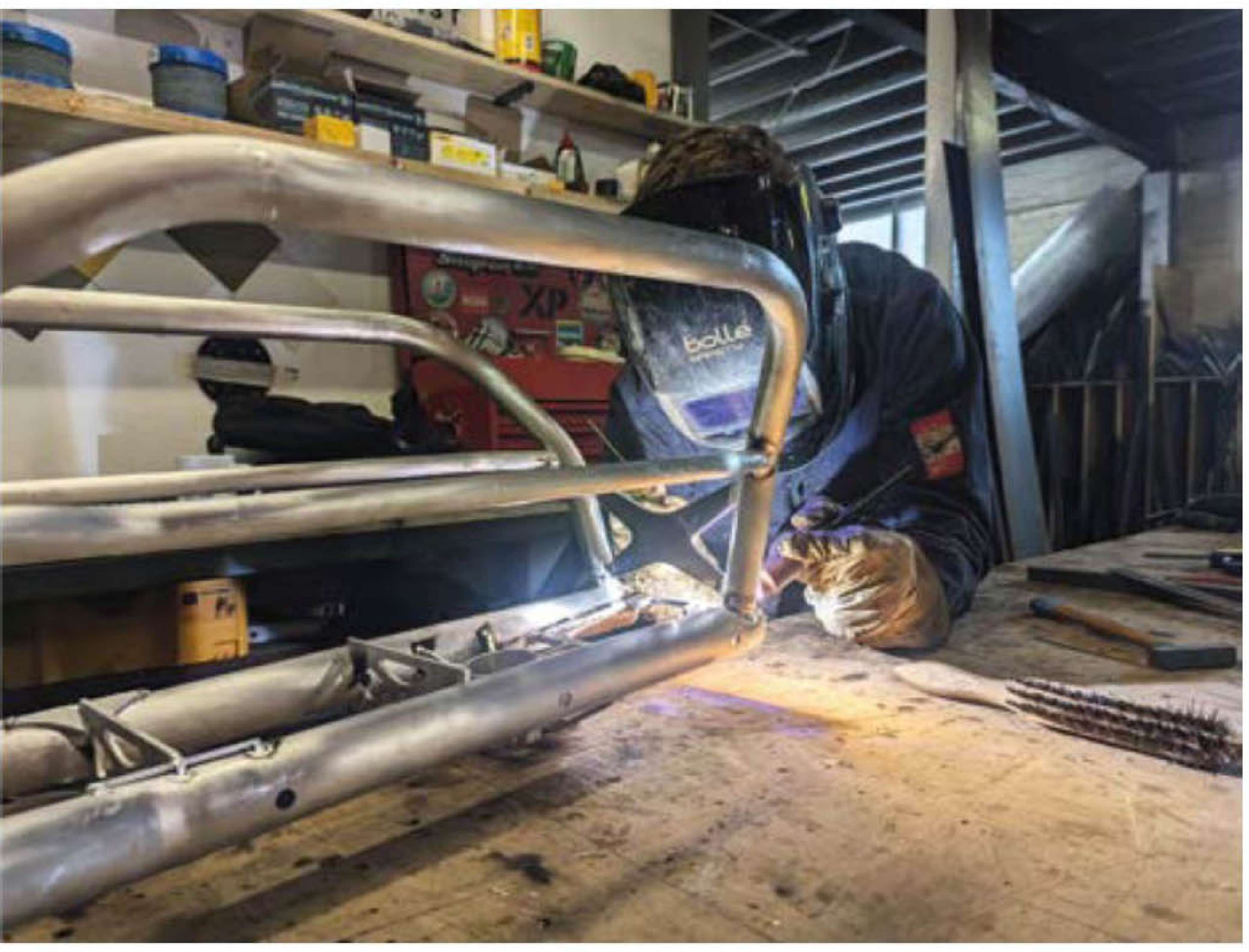
Tamarah Vos, 28, from Brisbane, Australia Electrician and director at TTS Electrics

Choosing a trade can really set you up for life. Schools need to start showing that at an early age and giving people the opportunity to understand the trades, rather than just saying: "If you don't go to university, you'll have to do a trade." It's also about getting tradeswomen out in public and in schools, showing girls that there are actually women doing this.

My dad, also an electrician, was my biggest influence in getting into the trade. I wasn't good at studying, so being in an active environment was important to me. I didn't go to university. I dropped out of high school in year 11 and entered my trade four days afterwards — I've been working full-time ever since.

There are many opportunities for different career pathways. I can do industrial or domestic work or even get into project management. My job allows me to travel internationally and use my skills wherever I want. Working in a trade has also given me the confidence to be able to renovate my own home. I wouldn't necessarily do that if I had a traditional office job.

Being a young female in this industry means being exposed to unique challenges. I was fortunate that my team was very accepting. However, I still felt different, as the only female, and I didn't come across any other females for the first six years of my career. There was always that funny look at first, but it was just about building trust and respect within the industry to show you could actually do the job.



Jamie Beaton, 36, Brighton, UK Metalworker at South Coast Metal Fabrication

I studied theatre design at Nottingham Trent University, where we learned workshop fabrication skills. We went to a lot of plays and met designers. One such meeting was eye-opening, as the designer laughed when he heard what we were studying and told us there would never be enough jobs as theatre designers to cover all of us. I completed the course but quickly realized that I had few job prospects. I planned to use it to find other ways to fund my future.

I never made a decision to learn a trade, but I knew I was interested in making things. To this day, I've never worked outside of fabricating in some form or another. I landed a job at a workshop, where my boss saw my potential, and I went from working solely with wood to doing metalwork and foundry work — pouring and casting bronze sculptures.

I now run my own company, specializing in metalwork and creative construction, working with various industries, such as film, retail, events, and high-end art and lighting. I like having a varied work life and I produce a wide variety of things, so nothing gets too repetitive.

I enjoy listening to loud music while I work and not having to sit through lots of meetings. Office jobs seem more stressful, as they're all about thinking and planning. This means it's hard to not think about work when you leave at the end of the day. In my job, you leave, and there's nothing you can do until tomorrow, so there's no need to worry.

set sb. up for sth.	*hier*: jmdn. für etw. vorbereiten
drop out of sth.	*hier*: etw. abbrechen
career pathway	Karrierepfad, Berufsweg
domestic	*hier*: häuslich
necessarily: not ~	nicht unbedingt
exposed: be ~ to sth.	etw. ausgesetzt sein
unique [ju'niːk]	*hier*: spezifisch
come across sb.	jmdm. über den Weg laufen
workshop	*hier*: Werkstatt
play	*hier*: Theaterstück
job prospects ['prɒspekts]	Berufsaussichten
fund sth.	*hier*: etw. finanzieren
land a job	einen Job bekommen
solely ['səʊlli]	ausschließlich
foundry	Gießerei
cast sth.	etw. (ab)gießen
retail	Einzelhandel

CH
Claire Hill
THE FURNITURE RESTYLIST
07872 173391
www.thefurniturerestylist.co.uk

Furniture and kitchen restylist
Claire Hill, 45, Bridgwater, UK

I didn't know what I wanted to do when I left school, so the default was to apply for a secretarial job. My mum was working at the local council, so it made sense to apply for a job there. I had just finished my A levels at college, but I didn't go to university. I was promoted quickly and found myself with a lot of responsibility. Over the years, more red tape and bureaucracy were introduced, and it became quite a frustrating place to be.

In 2015, after the completion of a home extension, I decided to upcycle a small pine hallway unit — and I was immediately hooked. I began spending many hours researching techniques and products. I started by upcycling furniture and selling my pieces locally. Initially, this was a hobby, but it became my dream to do it full-time.

When the option of voluntary redundancy came, I took it as a sign and invested my small redundancy pay in organizing myself to do this properly — some tools and a workshop in my garden. Initially, it was a scary leap to make. Gone were the regular reliable income, pension, annual leave and sick pay. But I was and still am driven to make this business work, as the alternative is going back to the office, which is not somewhere I wish to go.

I often work with kitchens that are over 30 years old and, despite being as solid as the day they were installed, are no longer desired because of their old-fashioned styles, such as orange pine. These are perfect candidates for a restyle, and they come out looking brand new and modern. Being able to save these from the landfill is a fabulous feeling.

Joshua Rambert, 23, Brooklyn, New York, US
Third-year apprentice at United Electrical, Radio and Machine Workers of America

I come from a family that emphasized the importance of practical skills. The trades have always fascinated me. Ever since I was young, I've been interested in understanding how things work. I attempted college straight out of high school for a degree in electrical engineering. However, after my first year, I realized that the career path college had to offer did not interest me.

I started this career in 2021. My apprenticeship offers immediate learning potential and is fully paid for by my union benefits. This experience doesn't lead to any student debt, which makes it more attractive than a college degree.

One of my most memorable projects was working on a building that was part of Gansevoort Peninsula, Manhattan's first public beach. It was the first project that I was a part of from start to finish. Every time I pass by, I have a sense of pride knowing that I worked on that.

In the business world, it can be challenging to climb up the corporate ladder, as this is often based on networking and qualifications. However, with a trade, your growth is often a direct reflection of your experience.

default ➥ *hier*: Standard

local council (UK) ➥ Gemeinderat

A levels (UK) ➥ britisches Abitur

find oneself with sth. ➥ (unerwarteterweise) etw. bekommen

red tape ➥ Papierkrieg

extension ➥ *hier*: Anbau

upcycle sth. ➥ etw. (höherwertig) wiederverwerten

pine ➥ *hier*: Kiefernholz

hallway unit ➥ *hier*: Flurmöbelstück

hooked: be ~ (*ifml.*) ➥ *hier*: Feuer und Flamme sein, total begeistert sein

voluntary redundancy (UK) ➥ freiwillige Entlassung

redundancy pay (UK) ➥ Abfindung

leap ➥ Sprung

pension ➥ Rente

annual leave [ˈænjuəl] ➥ Jahresurlaub

sick pay ➥ *hier*: Lohnfortzahlung im Krankheitsfall

driven ➥ angetrieben

work: make sth. ~ ➥ etw. zum Laufen bringen

landfill ➥ Mülldeponie

emphasize sth. [ˈemfəsaɪz] ➥ *hier*: auf etw. Wert legen

straight out of ➥ *hier*: direkt nach

degree ➥ *hier*: Abschluss

electrical engineering ➥ Elektrotechnik

benefit ➥ *hier*: Unterstützungszahlung

memorable ➥ denkwürdig

corporate ladder: climb up the ~ ➥ die Karriereleiter emporsteigen

Fotos: privat

FACTS AND FIGURES

⟷

Trust in employers

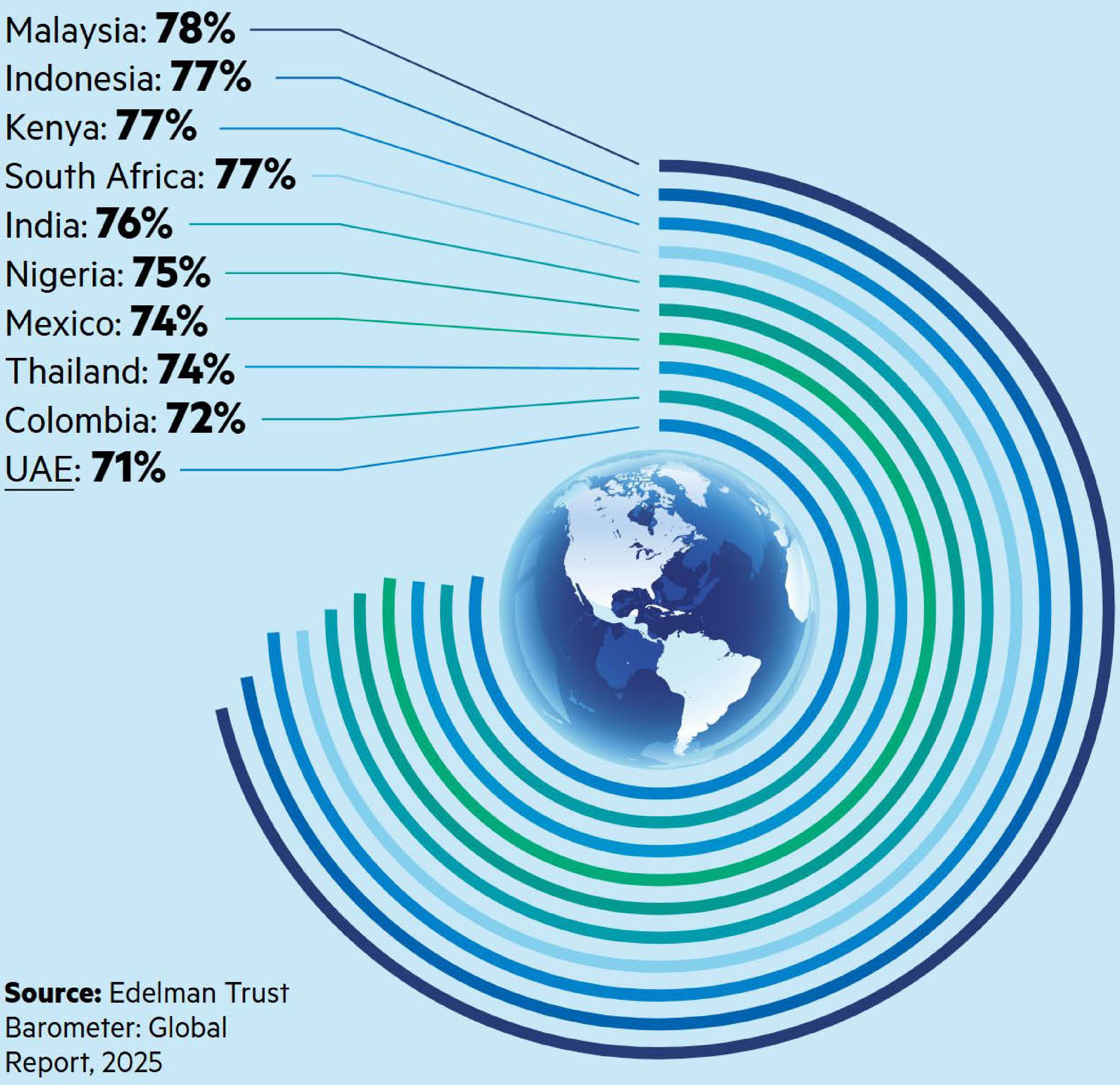
Das Vertrauen gegenüber Arbeitgebern ist weltweit gefallen, Angst vor Diskriminierung gestiegen. Vor allem für Unternehmen ist das besorgniserregend.

MEDIUM

Do you trust your employer to do the right thing? According to the Edelman Trust Barometer, trust in employers has fallen worldwide since 2024. This is a worrying trend for business. The MIT *Sloan Management Review* says that employees who trust their employers are more motivated to work, have lower rates of absenteeism and are around 50 per cent less likely to look for another job. A culture of trust is good for productivity and collaboration, and the *Harvard Business Review* reports that it helps reduce the risk of burnout.

People with lower incomes tend to have less trust. Fear of discrimination has reached an all-time high, and six in ten people report having grievances against businesses, governments and the rich.

PERCENTAGE OF PEOPLE WORRIED ABOUT BEING DISCRIMINATED AGAINST:



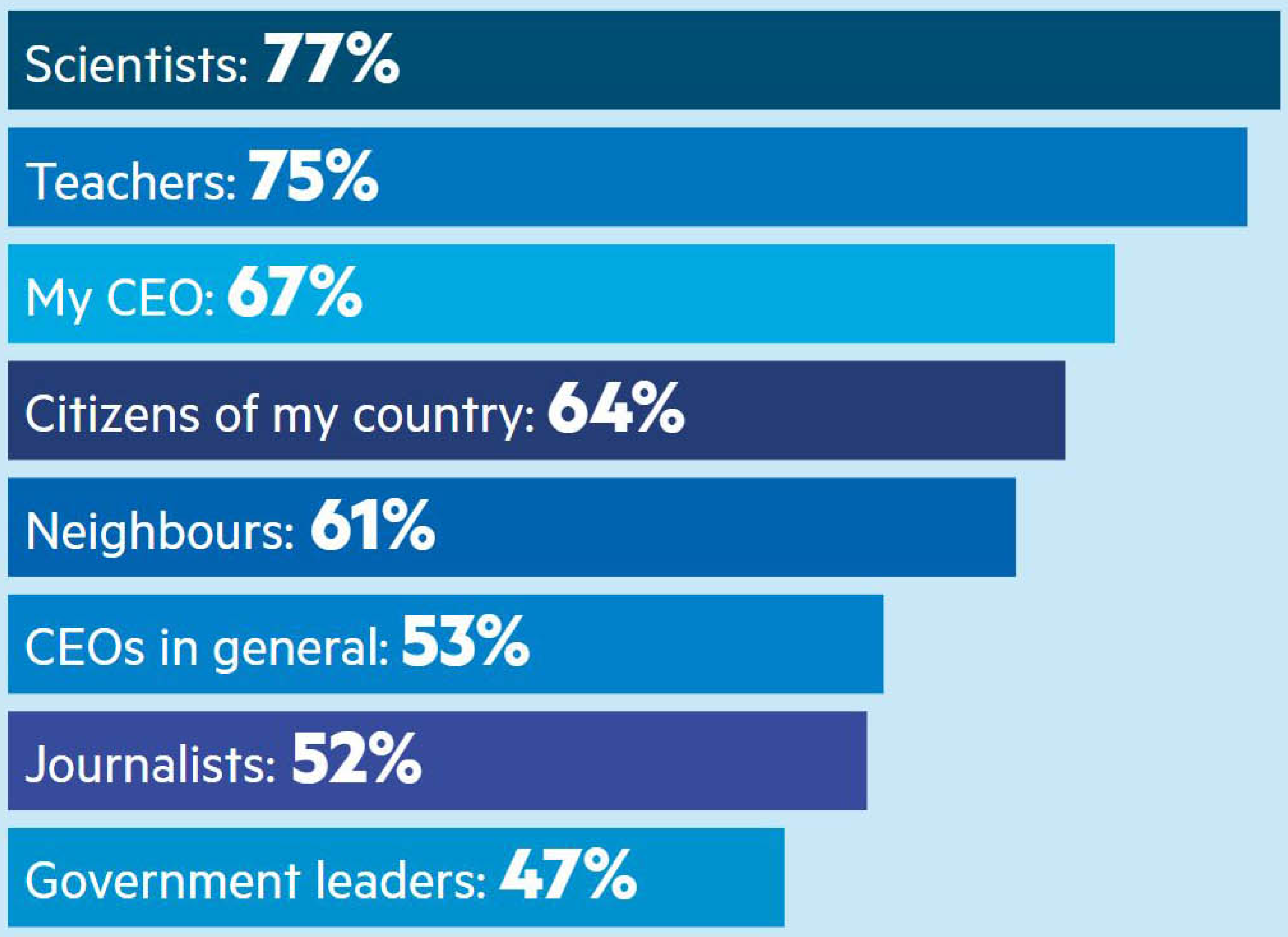
Source: Edelman Trust Barometer: Global Report, 2025

In PwC's 2024 Trust Survey, 86 per cent of managers said they trusted their employees, but only 60 per cent of employees felt that employers trusted them. What are the reasons for this difference?

Forbes says top managers should involve workers in decision-making, so they feel that their voices matter and transparency is increased. Trust is also diminished when workers are let go in an impersonal manner — simple and personal recognition for good work goes a long way to (re)building trust.

Edelman has found that many people have more trust in scientists and teachers than in CEOs.

WHO IS TRUSTED TO DO WHAT IS RIGHT?



absenteeism: rate of ~ [ˌæbsənˈtiːˌɪzəm]	➻ Abwesenheitsrate
all-time high	➻ bisheriger Höchststand
grievance [ˈɡriːvəns]	➻ Kummer, Groll
percentage [pəˈsentɪdʒ]	➻ Prozentsatz
UAE (United Arab Emirates)	➻ VAE (Vereinigte Arabische Emirate)
survey [ˈsɜːveɪ]	➻ Umfrage
diminish	➻ geringer werden, nachlassen
let go: be ~	➻ entlassen werden
manner	➻ Art und Weise, Manier
go a long way	➻ viel dazu beitragen
find sth.	➻ *hier*: etw. feststellen

Illustration: Shutterstock, Depositphotos

LOGISTICS

Delivering the goods

Heute bestellt, morgen da: Das funktioniert längst nicht überall. Über Orte, die Lieferdienste vor Herausforderungen stellen.

Von RACHEL PREECE

EASY

Parcels being unloaded for the people of Takotna, a remote village in Alaska

Getting what you want, when you want it, is increasingly possible with modern logistics and delivery apps. For most Europeans, for example, it's normal to expect parcels to arrive within days — even within one day. People regularly order food to be delivered "immediately". It's not like this everywhere, however. Sometimes, challenging geography and a lack of infrastructure make deliveries a lot harder.

Indonesia, part of the world's largest archipelago, has more than 17,000 islands. Moving goods around is difficult but not impossible. In 2023, Indonesians bought $16 billion worth of goods via the TikTok shop — so much that the government became worried about it. Called "Tokopedia" and now under state supervision, TikTok's e-commerce platform is still a big success in Indonesia and growing fast.

Tokopedia has five warehouses on the island of Java, which is home to more than half of Indonesia's 285 million citizens. The warehouse workers pack as many as 1,600 parcels in eight-hour shifts, according to *The New York Times*. Employees have to meet targets or lose their jobs. Delivering the parcels involves every kind of transportation — boat, truck, motorcycle, even ox cart.

Islands are one logistical challenge; mountains are another. Along the nearly 1,000-kilometre Alaska Range, pilots use small planes to fly in takeaway meals from the city to hungry customers in rural areas. Hangar refrigerators keep the food fresh. In the foothills of the Himalayas, in northern India, drones are being tested to deliver parcels. A journey that might take days on foot can now be done in minutes. In Greece, China and other countries, drones are also helping to speed up the delivery of goods.

> "Post only gets delivered every three months"

The challenge of distance

There are a few places, however, where deliveries still take an extraordinarily long time. Tristan da Cunha, in the South Atlantic Ocean, is the world's most remote inhabited island. It's 3,700 kilometres to the coast of South America in one direction, and 2,700 kilometres to South Africa in the other. Mariah Leitner grew up on the island. "Goods, including clothing, need to be ordered months in advance of the arrival of incoming ships," she told *Business Spotlight*. "Post only gets delivered every three months." Home to just over 200 people, Tristan da Cunha is reachable only by ship, after a seven-to-ten-day journey from Cape Town. While she now lives in Germany, Leitner's parents still live back home. When they need new clothes, "they mainly order in from Cape Town or get relatives or friends in Cape Town to buy and ship them," she says.

Living in such an isolated place, people learn to do things for themselves. Leitner explains that the islanders grow their own potatoes and other vegetables as well as keeping animals for meat, milk and eggs. "They also go fishing for fresh seafood," she says. "Tree fruit, including apples, pears, peaches and nectarines, are grown in their back gardens. They consume less dry products and canned goods than people in other parts of the world due to the long waiting period for imported goods."

If deliveries seem to be getting faster for many of us, some parts of the world still move at a slower pace.

parcel	Paket
challenging	herausfordernd
archipelago [ˌɑːkɪˈpeləɡəʊ]	Archipel, Inselgruppe
goods	Güter, Waren
billion	Milliarde(n)
under state supervision	unter staatlicher Aufsicht
warehouse	Lagerhalle
shift	*hier:* Arbeitsschicht
meet targets	Zielvorgaben erfüllen
truck	LKW
ox cart	Ochsenkarren
Alaska Range	Alaskakette
rural [ˈrʊərəl]	ländlich
foothills	Vorgebirge
speed sth. up	etw. beschleunigen
remote	*hier:* abgelegen
inhabited	bewohnt
in advance	im Voraus
back home	*hier:* im damaligen Zuhause
relative [ˈrelətɪv]	Verwandte(r)
ship sth.	*hier:* etw. verschicken
grow sth.	etw. anbauen
seafood	Meeresfrüchte
pear [peə]	Birne
peach	Pfirsich
back garden	Garten hinterm Haus
canned goods [kænd] (US)	Konserven
due to	aufgrund von
waiting period	Wartezeit

Foto: Brian Adams/Redux/laif

CLIMATE ⟷

Growing indoors

Is the future of farming vertical?

Immer extremere Wetterbedingungen erschweren Landwirtinnen und Landwirten das Anbauen von Lebensmitteln. Eine mögliche Lösung könnte der Anbau im Innenraum sein. Doch diese Methode ist umstritten.

Von TALITHA LINEHAN

MEDIUM

Foto: Getty Images

Chinese workers check the operation of the world's first unmanned, 20-storey vegetable farm, in Chengdu

Few businesses depend on the weather as much as farming does. The (financial) success of a field of crops is largely determined by the regularity of sunshine and rainfall. Climate change is disrupting the earth's long-predictable patterns, however. A warmer planet intensifies problems such as drought, flooding and pest infestations. To meet the challenge, agriculture must adapt. One idea is to take farming where the weather doesn't matter — indoors.

In an artificial, indoor environment, atmospheric conditions such as temperature and moisture can be precisely regulated through technology. Of course, growing plants and crops indoors is not a new idea, but some believe that climate change will force more and more farming to happen indoors, so the industry has been trying to scale up over the past couple of decades.

Efficient but energy-hungry

Scaling up is a lot easier said than done, however. The fate of the Berlin-based start-up Infarm illustrates the problem. Founded in 2013, it became Europe's biggest indoor-farming business, with about 1,400 farms and partnerships with major food retailers. Back in 2021,

crop
► Feldfrucht, Nutzpflanze

regularity
► *hier*: Regelmäßigkeit

disrupt sth. ► etw. stören

predictable [pri'dɪktəbᵊl]
► im Voraus berechenbar, prognostizierbar

pattern
► (Verhaltens-)Muster; *hier*: Wirkungsgefüge

drought [draʊt] ► Dürre

flooding ► Überflutung

pest infestation
► Schädlingsbefall

challenge: meet a ~
► eine Herausforderung bewältigen

environment
[ɪn'vaɪᵊrənmənt]
► *hier*: Umfeld, Umgebung

moisture ► Feuchtigkeit

grow sth. ► etw. anbauen

scale sth. up ► etw. ausbauen, erweitern

found sth. ► etw. gründen

food retailer
► *hier*: Lebensmittelhandelsunternehmen

An indoor vertical basil farm

CEO Erez Galonska spoke of a "massive transformation happening in agriculture". But then, Russia invaded Ukraine, causing energy prices to rise dramatically. Infarm was forced to leave Europe and reinvent itself in Canada with a new and much less ambitious business model.

In America, too, things haven't been easy. AppHarvest, an indoor agtech company whose investors included US Vice President J. D. Vance, went bankrupt in 2023. And Square Roots, the vertical-farming company started by Kimbal Musk, brother of Elon, has struggled with financial problems. Marrying tech and agriculture has been harder than many expected. Farming indoors might be possible, but making a successful business out of it is another matter.

High energy use is the main reason why verticle farms are controversial. "It's a lot of the same technologies you'd see in a building for human comfort, but being put to use for plants," Jennifer Amann, of the American Council for an Energy-Efficient Economy, a non-profit that focuses on reducing energy waste, told *The Washington Post*. "There's extraordinary water efficiency in these facilities, but energy is really the Achilles' heel."

It is likely, however, with the help of renewable power and other technologies, that the energy issue can be solved. Smart LED lighting, for example, can produce only the light wavelengths the plants need, which helps save electricity.

With a range of advantages, vertical farming is still an attractive proposition. The space savings mean that vertical farms, in which plants grow in large trays that are stacked on top of each other, are ideal for urban areas. They can be located in a warehouse or supermarket aisle, on a balcony — even in a kitchen cupboard in a city apartment. In the controlled environment, perfect vegetables can be produced all year round.

invade sth.	► in etw. einfallen
reinvent oneself	► sich neu erfinden
harvest	► Ernte
bankrupt: go ~	► bankrottgehen, Konkurs machen
marry sth. and sth.	► etw. mit etw. vereinigen (um effektiver, profitabler etc. zu sein)
put: be ~ to use	► eingesetzt werden
council	► Rat, Gremium
non-profit (organization)	► gemeinnützige Organisation
facility	► Einrichtung, Anlage
Achilles' heel [əˈkɪliːz]	► Achillesferse, wunder Punkt
renewable power	► erneuerbare Energie
issue [ˈɪʃuː]	► *hier*: Problem
proposition	► *hier*: Vorhaben
space saving	► Platzersparnis
tray	► Schale, Wanne
stack sth.	► etw. schichten, stapeln
warehouse	► Lagerhalle
aisle [aɪəl]	► *hier*: Gang

Fotos: iStock.com

Nearly all the water used in vertical farming can be recycled. There are no bugs, so pesticides aren't necessary. And, while vertical farms can use soil, they don't need to. Soil quality is a growing problem. The UN estimates that about a third of the world's soils are degraded, mainly because of human activity, and that over 90 per cent could become degraded by 2050.

There's potentially more good news for consumers. The nurturing environment of vertical farms could allow the return of forgotten varieties of fruit and vegetables, which have been sacrificed in favour of robust crops able to survive intensive outdoor farming.

Growing in the desert

The United Arab Emirates (UAE), where sunshine is plentiful but water is not, has long promoted vertical farming. Dubai is home to the world's largest vertical farm — a 31,000-square-metre facility that produces more than 1,000 tonnes of food a year. And the country is building a much larger one that's expected to be fully operational by 2026. Known as the GigaFarm, it will grow as much as 3,000 tonnes of fresh produce a year.

With little arable land, the UAE is heavily dependent on food imports. The GigaFarm is part of the country's efforts to raise domestic food production, and there are ambitious plans to make it sustainable through a closed-loop system to minimize waste and maximize resource efficiency. The fuel for the facility will come from energy produced from burning solid waste, for example. Recycling food waste into compost and water will be used to grow the plants. "This is not just another vertical farm, this is something completely different," Andrew Lloyd, the CEO of Scotland-based Intelligent Growth Solutions (IGS), which is supplying some of the farm's technology, told CNN. "Wherever humans are, you will find waste. We can take the waste and turn it into value."

Pruning the industry

Globally, this is still a young industry. Andriy Yarmak, an economist with the UN Food and Agriculture Organization, told the information and analytics platform EastFruit that the financing of vertical farms remains problematic. "Most large investors do not delve into the details of technology and do not bring any knowledge and experience to the project, but simply provide funding, which I call 'impatient money'," he says. "They just want to get the fastest and highest return on their investment. Since vertical farming technologies and all marketing channels for products have not yet been worked out, this leads to many problems and bankruptcies in this industry on a global scale."

After the turbulance the industry has seen, it's not surprising that investors are being more cautious about who they invest in. "It's a pruning that's required," Mark Lefsrud of McGill University in Canada, an industry consultant, told the BBC. "We do it to plants, so it makes sense to do it with businesses, too."

Farming as most people know it faces rising demand from a growing global population just as climate change is making crop yields unpredictable. And there's a third challenge: an ageing workforce. The average age of farmers around the world is close to 60, according to the World Farmers' Organization. Many are headed for retirement over the next decade, and it's far from certain that enough young people are willing to get into farming to replace them. The pressure on the industry means that solutions must be found, which might well involve an urban, vertical form of farming. The farms of the future will likely look very different to those of today.

"Energy is the Achilles' heel"

bug	➼ Insekt
soil	➼ Erde
degraded	➼ *hier*: minderwertig
nurturing	➼ fürsorglich, pflegend
in favour of	➼ zugunsten von
plentiful	➼ im Überfluss vorhanden
operational	➼ betriebsfähig
produce ['prɒdjuːs]	➼ Erzeugnis(se)
arable ['ærəbᵊl]	➼ landwirtschaftlich nutzbar
domestic	➼ *hier*: inländisch
sustainable	➼ nachhaltig
closed-loop	➼ geschlossener Kreislauf
fuel ['fjuːəl]	➼ Treibstoff
solid waste	➼ fester Abfall; Hausmüll
delve into sth.	➼ sich eingehend mit etw. befassen
funding	➼ finanzielle Mittel
return on investment (ROI)	➼ Anlagenrendite
marketing channel	➼ Marketingkanal
bankruptcy	➼ Konkurs, Insolvenz
scale	➼ Ausmaß
cautious ['kɔːʃəs]	➼ vorsichtig
pruning ['pruːnɪŋ]	➼ Stutzen, Zurückschneiden, Ausdünnen
yield [jiːᵊld]	➼ *hier*: Ertrag
workforce	➼ Belegschaft; Arbeitskräfte
head for sth.	➼ auf etw. zusteuern

The diversity dividend

Wie Unternehmen von Diversität, Chancengleichheit und Inklusion in ihrer Belegschaft profitieren können.

Von RICHARD MOTE

ADVANCED

> “A workforce that is diverse and representative of your stakeholders is good for business”

An old proverb says “two heads are better than one,” meaning another point of view is often helpful when it comes to making decisions. For a genuinely new perspective, however, the people must be different — come from different backgrounds with different experiences. In theory, this is what diversity offers a business, producing better (more profitable) decisions.

It’s taken them a while, but companies around the world have started taking diversity, equity and inclusion (DEI) policies seriously and making their leadership teams more diverse. They’ve hired more women and people of colour in management positions, for example, but also those from different socio-economic groups and people with disabilities. In Germany, for example, the number of female board members in large companies has doubled since 2021 — to almost 20 per cent. And, according to the consulting firm EY, 63 per cent of German DAX companies now have at least one female board member.

How does this affect business performance? McKinsey & Company has found a clear correlation, reporting that businesses with the most diverse executive teams were, on average, nine per cent more likely to outperform their peers. On the other hand, the least diverse companies were 66 per cent less likely to outperform, on average. “For the first time, this correlation is statistically significant for both gender and ethnicity,” McKinsey wrote in their 2023 report.

One explanation for this is that diversity helps with recruiting. Gen Z, a growing presence in the job market, is attracted to employers with inclusive policies. And hiring is time-consuming and expensive. DEI helps businesses find and keep the right people. The UK recruitment company Robert Walters says that 51 per cent of British employers report seeing their talent pool expand thanks to DEI policies.

Employee satisfaction is another area that benefits from diversity. Workers who rate their employers as inclusive report fewer problems with discrimination, for example. A Pew survey from 2023 found that most workers say DEI policies, especially those that ensure fairness in hiring, promotions and pay, have been good for their workplace — in fact, only three per cent thought they had a negative effect.

Correlation or cause?

The question of how diversity is good for business is not an easy one to answer — in part, because of a difference in how diversity is understood. According to the EY European DEI Index, nearly two-thirds of managers say their organization has a culture of trust and transparency, but only about 44 per cent of employees agree. This suggests that managers might have underestimated the task of making workplaces inclusive — and the speed with which some employers have backtracked on DEI commitments raises the question of how sincere they were.

The anti-DEI minority has got louder since the return of Donald Trump. The US government has even gone so far as to write to companies and organizations in Germany and other European countries, demanding that they stop all DEI activities.

There are some prominent defenders of DEI, however, such as the US wholesaler Costco, which announced: “A diverse group of employees helps bring originality and creativity to our merchandise offerings.” And American billonaire Mark Cuban wrote on X: “The loss of DEI-phobic companies is my gain. Having a workforce that is diverse and representative of your stakeholders is good for business.”

proverb	Sprichwort
genuinely ['dʒenjuɪnli]	wirklich, echt
equity	*hier*: Chancengleichheit
policy	Richtlinie
disability	Behinderung
board member	Vorstandsmitglied
affect sb./sth.	auf jmdn./etw. Auswirkungen haben
executive team [ɪg'zekjʊtɪv]	Führungsteam
outperform sb./sth.	jmdn./etw. an Leistung übertreffen
peer	*hier*: Fachkollege/-kollegin
ethnicity	Ethnie
rate sb. as sth.	jmdn. für etw. halten, jmdn. als etw. einschätzen
survey ['sɜːveɪ]	Umfrage
suggest sth. [sə'dʒest]	*hier*: etw. nahelegen
backtrack	*hier*: einen Rückzieher machen
wholesaler	Großhandel
merchandise offering	Warenangebot
stakeholder	Anspruchsberechtigte(r), Interessenträger(in)

Foto: Stocksy United

How to ask for and get more money

Wann und wie sollten Angestellte am besten um eine Gehaltserhöhung bitten?
Fünf Tipps, damit die nächste Verhandlung zum Erfolg führt.

Von KEN TAYLOR

MEDIUM AUDIO ÜBUNGSHEFT

A surprising number of people go through their whole career without ever asking for a pay rise. They just wait for their employer to give them the occasional increase. As a result, many earn less money over their careers than they could have.

To get that well-deserved raise, here are five steps you can take:

Choose the right time to ask

A good time is when your company is doing well, just after a successful quarter or the signing of an important contract. Check your organization's budget cycles. It makes sense to ask a month or two before the cycle begins, so your request can be factored into the whole process.

Think about your own work, too. Have you just completed a successful project or exceeded an important target? That might be a good time to ask for more money.

Don't arrange a meeting to discuss pay with your line manager if you know they are under a lot of stress. Instead, ask how you can help — this will put you in good stead when you ask later. It is also not a good idea to spring pay demands on your manager. Book a future meeting, specifying that it's about your salary. This gives both of you time to prepare.

Prepare yourself

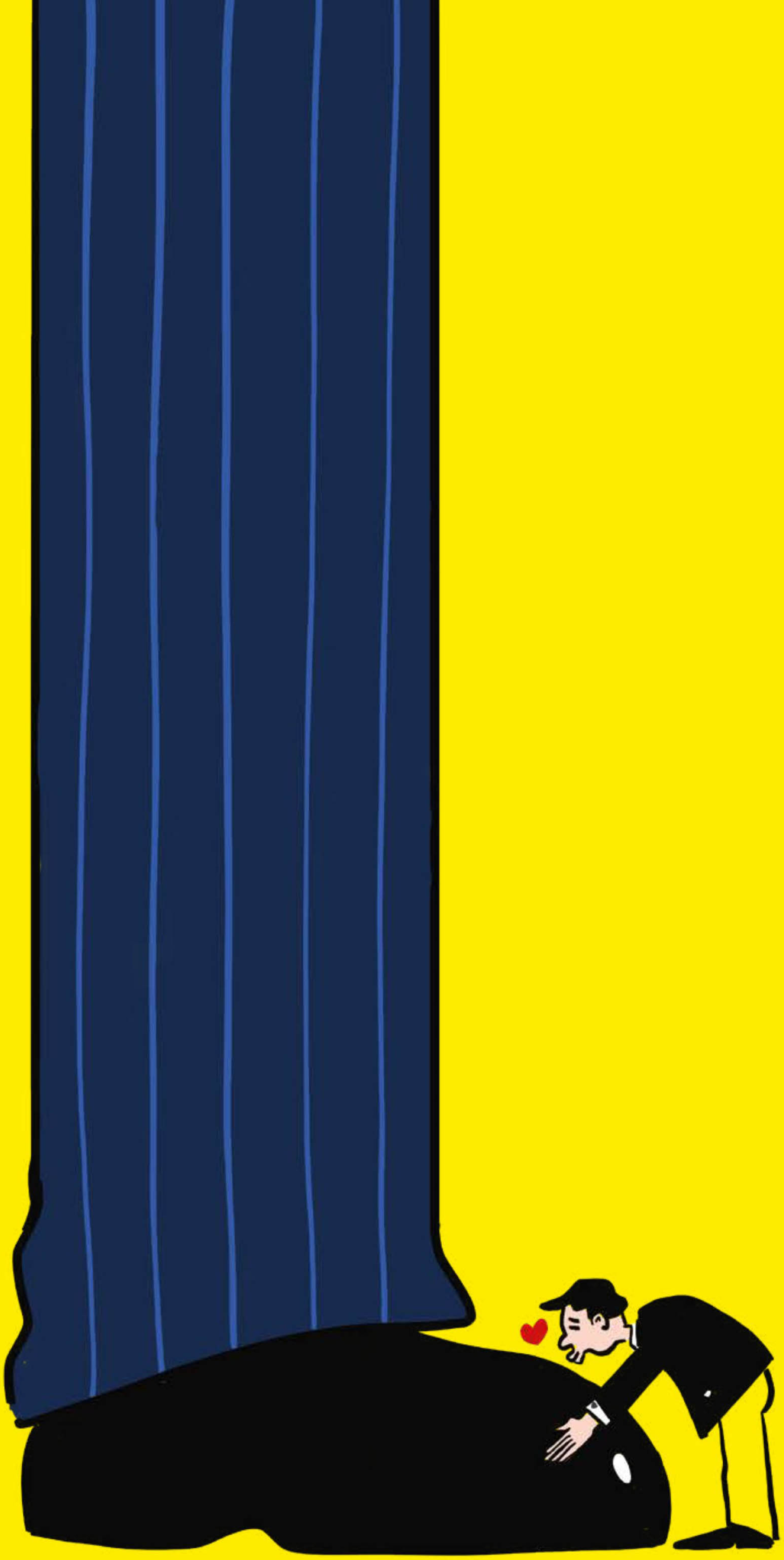
Find out what the market is paying for a job like yours and compare this to your own organization's pay scales, if you can access them, and to your own salary. If you're being underpaid for the market, that's a powerful message in your request for more money. However, if you find out that you're at the top end of the market, you'll need to factor that in when deciding what would be reasonable.

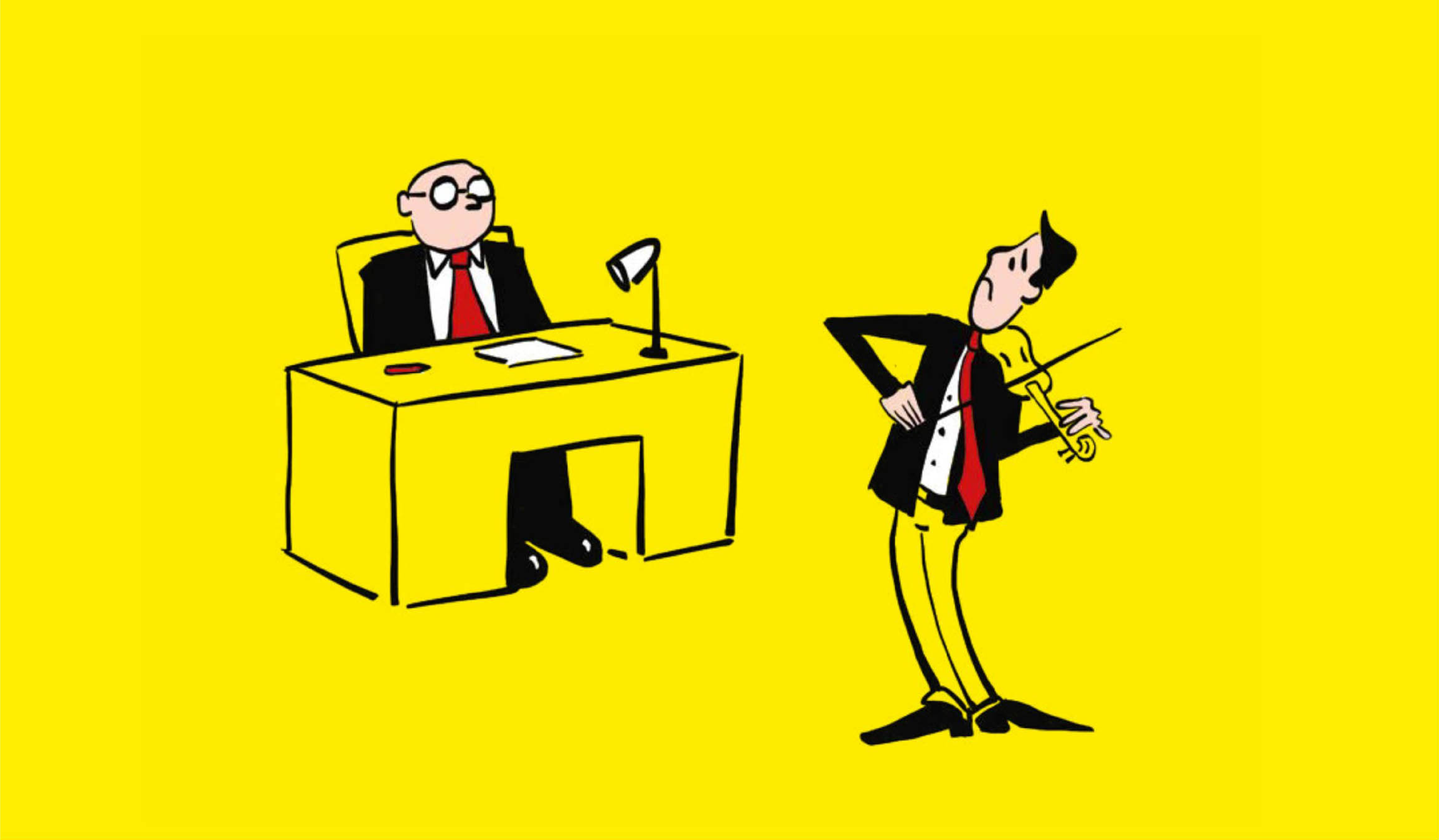
Work out how much you should ask for in your meeting. Consider your qualifications and experience. List any special skills or attributes you bring to the table. Then, think about your accomplishments in your work. How have you added value to your organization? Find concrete examples from your work, with figures wherever possible.

Choose an optimal figure and a fallback position — in case your manager wants

pay rise (UK)	Gehaltserhöhung
occasional	gelegentlich
raise (US)	Gehaltserhöhung
quarter	*hier*: Quartal
budget cycle [ˈbʌdʒɪt ˌsaɪkᵊl]	Haushaltszyklus
factor sth. in(to sth.)	etw. (in etw.) einkalkulieren, mit einbeziehen
exceed sth.	etw. übertreffen
line manager (UK)	direkte(r) Vorgesetzte(r)
stead: put sb. in good ~ [sted]	jmdm. zugutekommen
spring sth. on sb.	jmdn. mit etw. überrumpeln
pay demand	Gehaltsforderung
book a meeting	*hier*: einen Termin vereinbaren
pay scale	Gehaltstabelle
work sth. out	*hier*: etw. berechnen, herausfinden
consider sth.	*hier*: etw. abwägen, bedenken
table: bring sth. to the ~	etw. beisteuern, mitbringen
accomplishment	Erfolg, Leistung
figure [ˈfɪgə]	*hier*: Zahl
fallback position	Ausweichlösung

Illustration: Georg Lechner





to negotiate. Don't aim too low because, if there's a counter-offer, you won't have much room to negotiate an increase.

Prepare what you are actually going to say. Focus on professional reasons for your pay rise rather than personal ones. Write and rehearse a short script. This can help you overcome any nervousness and ensures that you know exactly what to say and in what order. Your script should have three main parts:

- An introduction, in which you state the purpose of the meeting.
- A short presentation, in which you state your ideal salary, how you arrived at that figure and why you deserve it.
- A conclusion, in which you summarize your key message and ask your manager to comment.

Keep it brief and to the point. You don't need an elaborate PowerPoint presentation but just a few sentences outlining your case.

The meeting itself

Once the meeting starts, deliver your script in the way you practised it. Take your time. Try to speak naturally and avoid sounding stressed or uncertain. Keep eye contact with your manager as you speak to show confidence. Remember to sound excited and positive about your work. Avoid sounding unhappy, complaining about others or making threats about leaving.

Your manager will almost certainly have questions. During your preparation, think about possible questions and objections, and prepare your responses. Answer simply and clearly.

If your manager wants to negotiate, be prepared to compromise within the parameters you have prepared.

If the answer is "no" or "maybe"

Your manager might have to discuss any pay rise with their manager, or they might need time to think about your request and match it with their budget. If you get a "maybe", make sure you know what the next steps are. Try to arrange a follow-up meeting. You might give your manager a one-page summary of your request to remind them of the details.

If you get a "no", ask your manager what you would need to do to get a pay rise in the future. They should be able to explain what you need to do to earn more. Ask questions like:

- How do you think I am performing and how can I improve?
- What additional skills or achievements would improve my chances of a pay rise?
- When would be a good time to discuss a pay rise again?

It might be that a salary increase would be possible only with a promotion. Ask, then, about your future prospects.

Thank your manager

After the meeting, thank your manager for their time in an email. If you haven't got your pay rise, show you have taken on board the feedback you received. This creates a good impression and could help you in future salary discussions.

negotiate [nɪˈɡəʊʃieɪt]	verhandeln
counter-offer	Gegenangebot
rehearse sth. [riˈhɜːs]	etw. einüben, durchproben
summarize sth. [ˈsʌməraɪz]	etw. zusammenfassen
brief [briːf]	kurz
elaborate [iˈlæbərət]	aufwendig, kompliziert
outline sth.	etw. umreißen
case	*hier*: Angelegenheit
objection	Einwand, Widerspruch
compromise	*hier*: Kompromisse machen
summary [ˈsʌməri]	Zusammenfassung
promotion	*hier*: Beförderung
future prospect [ˈprɒspekt]	Zukunftsaussicht
take sth. on board	etw. akzeptieren, ernst nehmen

Illustration: Georg Lechner

Script

Introduction:

- Thank you for taking the time to meet with me. I really appreciate it.
- I'm enjoying my current role, in which I feel I've got quite a lot of responsibility.
- That's why I'd like to talk to you about my current compensation and the possibility of a salary adjustment.
- I've given this a lot of thought, and I'd like to share my reasoning with you.

Body:

- I've been doing some research and benchmarking for similar roles in our industry and region. Based on that, I believe a salary of €XYZ reflects the value I bring to the team.
- I arrived at this figure after studying salary data that's available on platforms like Glassdoor, Payscale and others. I've also compared responsibilities, performance benchmarks, etc.
- Over the past 18 months, I've delivered consistent results. I've also taken on new responsibilities and am able to support the team with my expertise, even in areas that don't fall directly within my purview.
- I believe these points support my request.

Conclusion:

- To sum up, I enjoy my role here, but I feel my current compensation doesn't fully reflect my position and performance.
- I'm requesting a salary adjustment to €XYZ, as I believe that is in line with my responsibilities and the market rate.
- I'd really appreciate your feedback and your thoughts on how we can move forward.

appreciate sth.	[ə'priːʃieɪt]	etw. zu schätzen wissen
salary adjustment		Gehaltsanpassung
benchmarking		Leistungsvergleich
figure	['fɪgə]	*hier*: Zahl
expertise	[ˌekspɜː'tiːz]	[wg. Aussprache]
purview	['pɜːvjuː]	*hier*: Zuständigkeitsbereich
sum sth. up		etw. zusammenfassen
in line: be ~ with sth.		etw. entsprechen, mit etw. übereinstimmen

Find out more about self promotion on the ZEIT SPRACHEN app!

ESSENTIAL PHRASES

Choose the right time to ask

- When would be a convenient time to meet?
- The end of the fiscal year is a good time to discuss a raise.
- It's been a year since my salary was last set.

Prepare yourself

- What is the going rate for a job like mine?
- Identify a target salary range.
- Writing and rehearsing a script can help you deal with nerves.

The meeting itself

- I'd like to discuss my current role and my salary.
- I've consistently exceeded my targets.
- During the past year, I've helped the company achieve its goals in the following way...

If the answer is "no" or "maybe"

- Shall we meet next week to follow up on this discussion?
- What can I do to improve my chances of getting a raise in the future?
- Am I in line for a promotion?

Thank your manager

- Thank you for taking the time to meet with me.
- I really appreciated your feedback and advice.
- And thank you for outlining some practical steps to help my future prospects.

convenient	[kən'viːniənt]	*hier*: passend
fiscal year		Geschäftsjahr
going rate		üblicher Tarif
rehearse sth.	[ri'hɜːs]	etw. einüben, durchproben
exceed sth.		etw. übertreffen
promotion		*hier*: Beförderung
appreciate sth.	[ə'priːʃieɪt]	etw. schätzen
outline sth.		etw. umreißen
future prospect	['prɒspekt]	Zukunftsaussicht

NEW WORK

STOP Mul

Wer im Job ständig mehrere Aufgaben gleichzeitig erledigen will, verliert leicht den Fokus. Wie es anders geht.

Von GARRY BRITTON

MEDIUM

Do you take a laptop to meetings to keep an eye on messages? In online calls, do you continue doing other work? If there's an opportunity to multitask, it's tempting to do it. After all, the pace of working life is fast, and the amount of information we need to process only seems to increase. Why not work on two or three tasks at once?

Mobile technology has helped us get used to dividing our attention. Although we might feel very productive, evidence shows that the opposite is often true. What alternatives to multitasking can get us through the working week successfully?

More stress, less focus

There are two big reasons why doing more than one task at the same time is not efficient. Firstly, it limits our focus. Leadership strategist Curt Steinhorst points out that multitasking workers pay only partial attention to each task. When nothing gets our full attention, our comprehension and recall is weakened, and the quality of work suffers.

The second reason is that the mental effort needed to switch between tasks increases fatigue and stress, making us less productive. According to research by Dr David Meyer, reported by the American Psychological Association: "Even brief mental blocks created by shifting between tasks can cost as much as 40 per cent of someone's productive time."

Multitasking tends to be the cause of reduced productivity combined with lower-quality work and more errors. All of this strongly suggests that human brains are not wired to work well this way.

Ways to cope

If there's no way out and you really must multitask, here are two ways to cope with

If there's an opportunity to multitask, it's tempting to do it

tempting	verlockend
after all	*hier*: schließlich
pace	Tempo, Geschwindigkeit
evidence	Beweis(last)
point sth. out	auf etw. hinweisen, etw. hervorheben
comprehension	Verständnis, Begreifen
recall	*hier*: Erinnerung
fatigue [fə'tiːg]	Ermüdung, Erschöpfung
brief [briːf]	kurzzeitig
block	*hier*: Blockade
shift	*hier*: wechseln
error	Fehler
suggest sth. [sə'dʒest]	*hier*: etw. nahelegen
wired	verkabelt; *hier*: gepolt, angelegt
cope with sth.	mit etw. zurechtkommen

titasking

it. Task pairing, also known as “tangential immersion”, categorizes tasks into “light”, “medium” and “high-focus” activities. Eating a sandwich, for example, is a light-focus activity that could be paired with reading emails (medium-focus) or even writing a report (high-focus). Listening to a podcast could be paired with tidying your desk (both light-focus). However, avoid combining two high-focus or medium-focus tasks! Dr Alicea Lieberman, of the UCLA Anderson School of Management, in Los Angeles, writes that pairing an uninteresting task with a more interesting one increases persistence, because together, they occupy our full attention, so we’re likely to complete both tasks.

A second strategy is to share out the tasks so you don’t have so many. Imagine chairing a meeting where, instead of doing everything yourself, you delegate responsibilities for introductions, timekeeping, taking the minutes and technical support. Now, you’re free to focus on important matters. “Multiple people for multiple tasks” might seem like cheating but it often works.

Alternatives

There are other creative alternatives to maximize focus and productivity. Try some of these methods:

- Break time down into separate periods for different tasks (known as “chunking”) — an hour for emails; two hours for writing a report, for example.
- Write double to-do lists: one for quick, easy tasks; a second list for harder tasks that require focus.
- Work in predetermined periods — from 25 minutes up to 90 minutes — with planned breaks.
- Reduce platform-switching. Avoid opening multiple windows or apps. Where possible, finish one task before starting the next.
- Prevent distractions. Where possible, silence notifications from your phone or social media, but also block time to minimize interruptions from colleagues or family members.

If reading this has distracted you from other work, it’s time to get started again — but only on one task at a time, please!

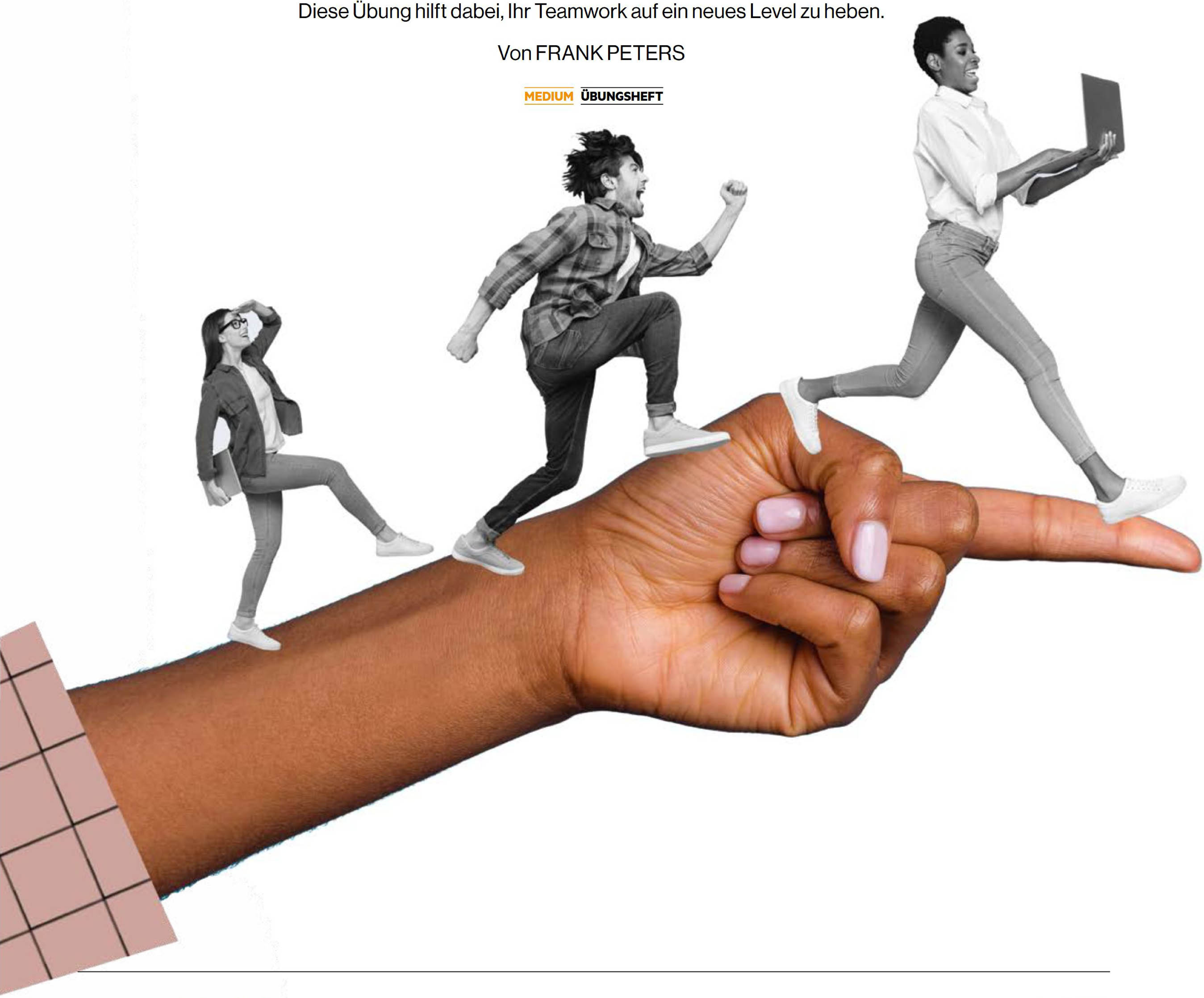
tidy sth. ➥ etw. aufräumen	**take the minutes** ➥ Protokoll führen
persistence ➥ Beharrlichkeit, Durchhaltewillen	**chunk sth.** ➥ etw. zu Inhaltseinheiten zusammenfassen
share sth. out ➥ etw. verteilen, aufteilen	**predetermined** ➥ vorher festgelegt
chair sth. ➥ *hier*: etw. leiten, moderieren	**distraction** ➥ Ablenkung
timekeeping ➥ Zeitkontrolle	**silence notifications** ➥ Benachrichtigungen stummschalten

Can we be great?

Warum nur gute Arbeit leisten, wenn sie auch großartig sein kann? Diese Übung hilft dabei, Ihr Teamwork auf ein neues Level zu heben.

Von FRANK PETERS

MEDIUM ÜBUNGSHEFT



There's a famous business quote — "Good is the enemy of great" — which is generally attributed to American researcher and author Jim Collins. It is meant to describe a psychological barrier that prevents some teams from achieving high performance.

You may recognize the situation in which you think: "This is good. I'm happy with my work. No need to change anything." However, the idea that Collins wanted to express is that this could be a trap. From that moment on, everybody stops thinking of how to improve something. In other words, we settle for "good" instead of trying to be "great".

Of course, there's nothing wrong with doing good work, but what if you and your team could push past that barrier? Here's a simple exercise that can open up new ways of thinking and working together, and may help you take things a step further.

Preparation

Set up the exercise by marking a circle on the floor, about three metres in diameter. Write the letters A to Z on separate cards — 26 cards, each with one letter. Distribute these randomly inside the circle.

The task

The goal of the exercise is to touch all the letters, from A to Z, as quickly as possible. Explain the task to your team as follows. You may want to write the instructions somewhere where everyone can see them: *Imagine you are working in a letter factory. Your team is responsible for producing all the letters of the alphabet quickly and efficiently. However, only one worker is allowed inside the circle at any one time. As a team, you must touch all the letters — in order, from A to Z — with your hands. Each team member must be involved and touch at least one letter.*

Play time

Give the team five minutes to think of a strategy — they can ask questions for clarification, if needed. After five minutes, the game begins immediately.

Start the stopwatch and have the team put their plan into action. Observe and take notes on key behaviour:

- How do the team members communicate?
- Who takes the lead?
- How does the team make decisions?

Can we do better?

After the first round, reveal the team's completion time. Have the team members individually rate the team's performance on a scale from 0 to 100 (0 is terrible; 100 is excellent). Have them position themselves physically along a scale in the room. Call on some of the team members to explain why they've chosen their positions. Then, ask how many team members believe they can do better. Ask for a show of hands.

Find out who wants to try again. If responses are mixed, encourage discussion about why some people want to improve while others are satisfied. Take notes on their reactions and reasoning.

Before a second attempt, give the team a few minutes to refine their strategy. Then, restart the clock and observe the changes in teamwork, communication and efficiency.

> "Greatness is not about experience or age, but mindset"

quote (*ifml.*)	Zitat; *hier*: Spruch
attribute sth. to sb. [ə'trɪbjuːt]	jmdm. etw. zuschreiben
psychological [ˌsaɪkə'lɒdʒɪkᵊl]	[wg. Aussprache]
trap	Falle
settle for sth.	sich mit etw. zufriedengeben
diameter [daɪ'æmɪtə]	Durchmesser
randomly	wahllos, zufällig
take the lead	die Führung übernehmen
reveal sth.	etw. offenlegen
rate sth.	*hier*: etw. bewerten
call on sb. to do sth.	jmdn. zu etw. auffordern
show of hands	Handzeichen
refine sth.	etw. verfeinern; *hier*: verbessern

FRANK PETERS lives in Cologne and works as a coach with teams and leaders, to make them a successful and happy team (again)

Fotos Shutterstock.com; Uwe Klössing

Progress and emotions

After the second attempt, announce the new time and repeat the reflection process from before. At this stage, emotions will start to surface. Some people will be excited about their improvement (if they have improved). Others may be frustrated by (perceived) inefficiencies — and some might even want to give up completely. Capture these insights.

Have the team continue refining their strategy. Play up to five rounds in total. That should be enough to illustrate the idea of good is the enemy of great.

Learning from the exercise

This simple exercise provides insights into team dynamics. The focus should be on learning as a team and striving for excellence.

Ask some general questions:

- How did you feel during the process?
- How satisfied are you with the final result (from 0 to 100)?
- What did you like or dislike about how the team worked together?

ESSENTIAL PHRASES

Giving encouragement

- I have every confidence in the team's abilities.
- The team's potential is clear to see. We just need to keep going.
- We've made excellent progress. Let's stay focused.
- I'm certain we can achieve an even better result next time.
- That was already a big improvement from last time. We should keep the momentum going.
- Come on! Let's keep at it! We're so close.
- Great job so far, everyone — don't stop now!

every confidence	momentum [məʊ'mentəm]	keep at it
vollstes Vertrauen	Schwung, Dynamik	dranbleiben, nicht lockerlassen

> "What prevented you from pushing further?"

If they stopped early:

- Why did you chose to end the exercise? What prevented you from pushing further?

This will lead to a discussion about what "good" and "great" mean to different people. Explore possible reasons (such as limited time, etc.) why some don't or can't take extra steps to reach excellence.

Making changes

Break into small groups to discuss ways to promote continuous improvement. Have each group think of three ideas they can implement within the next three months. You can agree that not every task has to be done with greatness.

Younger team members might have an advantage: With fewer ingrained habits, they may be more open to new ways of working. But ultimately, greatness is not about experience or age, but mindset. And that can be developed and improved. Go for greatness!

at this stage	an diesem Punkt
perceived	wahrgenommen, gefühlt
capture sth. ['kæptʃə]	*hier:* etw. erfassen
have sb. do sth.	jmdn. etw. tun lassen
strive for sth.	etw. anstreben
ingrained	tief sitzend, fest verankert
ultimately ['ʌltɪmətli]	letztlich, im Grunde genommen

Foto: Shutterstock.com

New life for old films

Schon als Kind war Steven Stanchfield fasziniert von alten Animationsfilmen. Heute hat er eine Firma, die solche Schätze restauriert. MELITA CAMERON-WOOD hat mit ihm über seine Arbeit gesprochen.

EASY US AUDIO ÜBUNGSHEFT

Felix the Cat — created in 1919 and still loved today

STEVEN STANCHFIELD is an assistant professor of animation at Detroit's College for Creative Studies, in Michigan. He's also the founder of Thunderbean Animation

As a kid in the early 1970s, I would watch old black-and-white cartoons late at night. Although many children liked classics, like *Tom and Jerry*, I was fascinated by the unusual, older cartoons. I collected old films and read books on animation history. In 1988, just after high school, I started a company that specialized in transferring old film prints to video tapes. I knew I wanted to be an animator, so I studied animation in college.

When the software to clean up films became available, in 2004, I started restoring old films and putting them on DVDs. As I teach animation history, I need to show students historical material, but a lot of it isn't available in good quality. Actually, many of my animation students freelance for me at Thunderbean Animation, my film restoration company. They look closely at each frame and fix things that the software doesn't find.

Restoring animation involves inspecting, cleaning and repairing the original film elements (sometimes prints, sometimes negatives or master positives), and then, scanning them. By looking at available copies, restorers try to make a complete version of a film. The material often comes from film collectors or archives, like the Library of Congress or the Academy of Motion Picture Arts and Sciences. Today, most movie theaters use digital projection, but in the past, projectionists would collect pieces of film. A 1930s projectionist's reel in someone's attic might include just what I'm looking for.

Technology has improved a lot. Modern scanners can scan even crinkled negatives at low cost. Sometimes, it can take years to locate and access material, or get permission to use copyrighted films. A lot of older films have been lost because they were made on cellulose nitrate — a cheap, highly flammable material that disintegrates easily.

My work is about providing access to material. Nothing beats seeing a movie theater full of people enjoying a film that hasn't been seen for 40 years.

transfer sth. ► etw. übertragen

film print ► Filmabzug, Filmkopie

video tape ► Videoband, Videokassette

restore sth. ► *hier*: etw. restaurieren

restoration ► Restaurierung

frame ► *hier*: Einzelbild

inspect sth. ► etw. prüfen, inspizieren

restorer ► Restaurator(in)

movie theater [ˈθiːətᵊr] (US) ► Kino

projectionist ► Filmvorführer(in)

reel ► *hier*: Filmrolle

attic ► Dachboden

crinkled ► zerknittert

access sth. ► auf etw. zugreifen

highly flammable ► hochentzündlich

disintegrate ► sich zersetzen

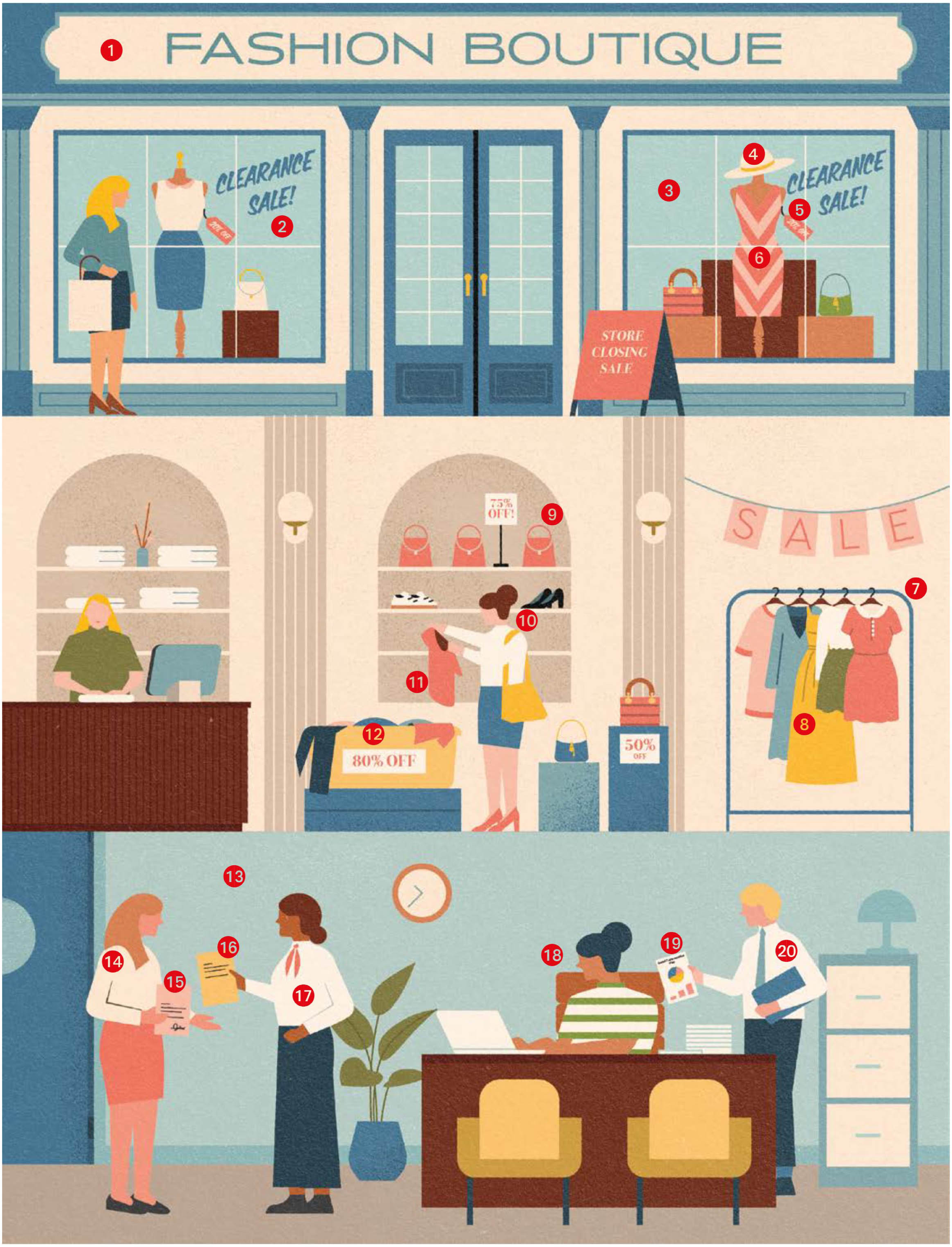
provide access to sth. ► Zugang zu etw. ermöglichen

beat sth. ► *hier*: etw. übertreffen

founder ► Gründer(in)

Fotos: privat; Alamy Stock Photo

ENGLISH FOR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2
3
4
CLEARANCE SALE!
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20% OFF
6
STORE CLOSING SALE
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9
SALE
7
10
11
12
80% OFF
50% OFF
8
13
14
15
16
17
18
19
20

Illustration: Mike Ellis

Closing down a business

Ob aus persönlichen oder wirtschaftlichen Gründen: nützliches Vokabular rund um das Thema Geschäftsaufgabe.

Von HILDEGARD RUDOLPH

EASY **AUDIO**

Going bust

There are many reasons for giving up a business. They may be personal reasons, like health issues, old age or the wish to start something new. A business might also be forced to close because of economic difficulties and uncertainties. When inflation and unemployment are high, customers buy less; when revenues fall, debt grows, bankruptcy becomes imminent and, finally, a business becomes insolvent.

The insolvency procedure has strict rules. A liquidator looks at the financial situation and suggests ways to restructure the company. These may include cutting staff. Those who are dismissed are offered severance pay. A social compensation plan is established to help people. Insolvency laws also protect creditors, whose demands may be met from the sale of assets.

WHAT'S *KONKURS* IN ENGLISH?

The German word *Konkurs* is **bankruptcy** in English. It is not **concourse**, which is translated as *Halle*, as you would find at a (train) station or airport:

- "As a result of high export duties, a lot of companies filed for bankruptcy." — *Infolge hoher Exportzölle meldeten viele Unternehmen Konkurs an.*
- "The concourse of a disused train station now accommodates an art museum." — *In der Halle eines stillgelegten Bahnhofs ist jetzt ein Kunstmuseum untergebracht.*

DON'T MIX US UP!

The German noun *Geschäft* is translated differently, depending on the context:

- **Shop** (*UK*) or **store** (*US*) is used for a place where goods are sold: "This shop will be closed down by the end of the year." — *Dieses Geschäft wird zum Jahresende geschlossen werden.*
- **Business** refers to a commercial activity or organization: "He now runs his own construction business." — *Er betreibt nun sein eigenes Baugeschäft.*
- **Deal** relates to an agreement, particularly in business: "Did you make a good deal when selling your flat?" — *Hast du mit dem Verkauf deiner Wohnung ein gutes Geschäft gemacht?*

1. **clothes shop, apparel store** [əˈpærəl] (US) ► Bekleidungsgeschäft
2. **clearance sale** ► Räumungsverkauf
   closing-down/winding-up sale (UK) ► Ausverkauf wegen Geschäftsaufgabe
   sell-off ► Abverkauf
   fire sale ► Abverkauf zu Schleuderpreisen
3. **window display** ► Schaufensterauslage
4. **mannequin** [ˈmænɪkɪn] ► Schaufensterpuppe
5. **special discount/markdown** ► Sonderrabatt
6. **brand-name/designer clothing** ► Marken-, Designerkleidung
7. **clothes rack** ► Kleiderständer
8. **remaining stock** ► Restposten
   stock (UK), **inventory** (US) ► (Lager-)Bestand
9. **shelf warmer, non-seller** ► Ladenhüter
10. **regular customer** ► Stammkunde/-kundin
11. **bargain** [ˈbɑːɡɪn] ► Schnäppchen
12. **bargain bin** (UK)/**table** (US) ► Wühltisch
13. **redundancy** (UK), **layoff** (US) ► (betriebsbedingte) Kündigung
14. **shop assistant** (UK), **salesperson** (US) ► Verkäufer(in)
15. **letter of dismissal/termination, pink slip** (US *ifml.*) ► Kündigungsschreiben
16. **compensation, severance pay(ment), settlement** (UK) ► Abfindung
    one-off (UK)/**one-time** (US) **compensation, lump sum settlement** ► einmalige Abfindung
17. **personnel/HR (human resources) manager** ► Personalleiter(in)
18. **shop** (UK)/**store** (US) **owner** ► Geschäfts-, Ladeninhaber(in)
19. **social (compensation) plan, redundancy** (UK)/**severance plan** [ˈsevᵊrəns] ► Sozialplan
20. **insolvency administrator, liquidator** [ˈlɪkwɪdeɪtə] ► Insolvenz-, Konkursverwalter(in)

Other useful vocabulary

Nouns

bankruptcy assets ► Konkursmasse

creditor protection ► Gläubigerschutz

insolvency/bankruptcy proceedings/procedure ► Insolvenz-, Konkursabwicklung

over-indebtedness [ˌəʊvər ɪnˈdetɪdnəs], **excessive debts** [dets] ► Überschuldung

receivership ► Konkursverwaltung

rescue company ► Auffanggesellschaft

Verbs

file for insolvency/bankruptcy ► Insolvenz/Konkurs anmelden

go bankrupt ► in Konkurs gehen, Bankrott/Pleite machen

go bust (*ifml.*) ► pleitegehen

lay sb. off ► jmdm. (betriebsbedingt) kündigen

liquidate a business [ˈlɪkwɪdeɪt] ► ein Geschäft abwickeln

restructure a company ► ein Unternehmen sanieren

secure jobs ► Arbeitsplätze sichern

Adjectives

bankrupt ► bankrott, pleite

creditworthy ► kreditwürdig

imminent ► bevorstehend, sich abzeichnend

unable to pay, insolvent, illiquid [ɪˈlɪkwɪd] ► zahlungsunfähig, insolvent

IT hardware

Mithilfe dieser Vokabeln können Sie im nächsten Gespräch mit der IT-Abteilung in Ihrer Arbeit punkten.

Von KAREN RICHARDSON

MEDIUM AUDIO ÜBUNGSHEFT

Knowledge check

As a quick warm-up, start with the following exercise.

1. You plug your computer into a wall ……………………………….

A. sock
B. socket
C. sack

2. A small device that can store computer files is a flash ……………………………….

A. drone
B. drink
C. drive

3. What is *Arbeitsspeicher* in English?

A. RAM
B. REM
C. RUM

You'll find the answers on page 47

Word bank

Here, we present the essential vocabulary you'll need to talk about IT hardware.

Nouns

cable ► Kabel
desktop ► Desktop
digital whiteboard ► digitales Whiteboard
docking station ► Dockstation, Datenübertragungsstation
drawing tablet ► Grafiktablett, Zeichentablett
ethernet / LAN cable ► Ethernet- / LAN-Kabel, Netzwerkkabel
external hard drive ► externe Festplatte
firewall ► Firewall
flash / USB / thumb drive (US) ► USB-Stick
hard drive, hard disk ► Festplatte
headset ► Headset
keyboard ► Tastatur
memory, RAM ► Datenspeicher, Arbeitsspeicher
monitor, screen ► Monitor, Bildschirm
motherboard ► Motherboard, Hauptplatine
mouse ► Maus
multifunction printer ► Multifunktionsdrucker
plug ► Stecker
power backup ► Notstromversorgung
power strip ► Steckerleiste
printer ► Drucker
server ► Server
smart card reader ► Chipkartenleser
socket, outlet ► Steckdose
speaker ► Lautsprecher
surge protector ► Überspannungsschutz
webcam ► Webcam
wireless keyboard ► Funktastatur
workstation ► Arbeitsplatz

Verbs

back sth. up ► eine Sicherungskopie von etw. machen
connect sth. ► etw. verbinden
download sth. ► etw. herunterladen
encrypt sth. ► etw. verschlüsseln
install sth. ► etw. installieren
plug sth. in ► etw. einstecken, anschließen
print sth. ► etw. drucken
reboot, restart sth. ► etw. rebooten, neu starten
scan sth. ► etw. (ab)scannen
shut sth. down ► etw. herunterfahren
unplug sth. ► etw. ausstecken
update, upgrade sth. ► etw. aktualisieren
upload sth. ► etw. hochladen

Adjectives

built-in ► eingebaut, integriert
compatible ► kompatibel
efficient ► effizient
ergonomic ► ergonomisch
portable ► tragbar
secure [sɪˈkjʊə] ► sicher
wireless ► kabel- / draht- / schnurlos

In context

Greta and Paul are talking about what IT hardware employees need to work from home.

Greta: So, our employees may work from home, but must use the IT hardware the company provides, right?

Paul: Yes, they should use their company laptops, which have **built-in webcams**. We can provide them with **headsets** for videoconferences. If we're all using the same hardware, things should work as they ought to.

Greta: I hope so! Oh, there was a suggestion that all employees work with an **ergonomic mouse** and a **wireless keyboard** — or a **drawing tablet**, if they need one.

Paul: That's fine. Are there any other hardware essentials? What about a **power backup** and **surge protector**?

Greta: If you think so, yes. And an **ethernet cable**, too.

Paul: Everyone should already have a company **flash drive**, but when working from home, employees must also back everything up on an **external hard drive**.

Greta: That reminds me, we must talk about secure passwords and **encrypting** the backups, too.

Paul: One other thing before we do that: Some employees have asked for a **multifunction printer**, one with an integrated **smart card reader**. Employees must use wired hardware, as it's more stable.

Greta: That sounds like a lot of **plugs**. We might have to give everyone a **power strip**, too. I hope you're making a list of all this hardware...

---

wired
► verkabelt

Foto und Illustration: iStock.com

Grammar check

Exercise 1 E

Complete these sentences between Greta and Paul with the **modal verbs** used in the dialogue.

1. Employees .... work from home, but .... use the IT hardware the company provides.
2. They .... use their company laptops.
3. We .... provide them with headsets for videoconferences.
4. Things .... work as they .... to.
5. Employees .... use wired hardware, as it's more stable.

You'll find the answers on page 47

Modals and their passive substitutes

Modal verbs, such as **can**, **must**, **should**, **may** and **ought**, can be replaced with passive phrases to make them sound more formal or polite:

- **can** (when talking about ability) can be replaced by **be able to**
  I can install it myself — I'm able to install it myself.
- **must** can be replaced by **be required to** or **it is essential that**
  You must save the files — you're required to save the files.
- **should** can be replaced by **be supposed to** or **it's a good idea to**
  You should use a stronger password — you're supposed to use a stronger password.
- **may** can be replaced by **be allowed to**
  You may not install that software — you're not allowed to install that software.
- **ought** can be replaced by **be expected to**
  You ought to say sorry — you're expected to say sorry.

Exercise 2 M

Complete these sentences with the right **modal verb** from the list. The hints for each sentence will help you. One modal is used twice.

can* | *may not* | *must* | *ought to* | *shouldn't

1. I .... be at the training session by 9 a.m. (*Hint: required*)
2. Sue .... write the report today, but she's waiting for more data. (*Hint: expected*)
3. You .... open attachments without checking them first. (*Hint: not supposed to*)
4. We .... install programs without permission. (*Hint: not allowed*)
5. Kate .... do all the updates without my help. (*Hint: able to*)
6. Everyone .... back up their files every day. (*Hint: essential*)

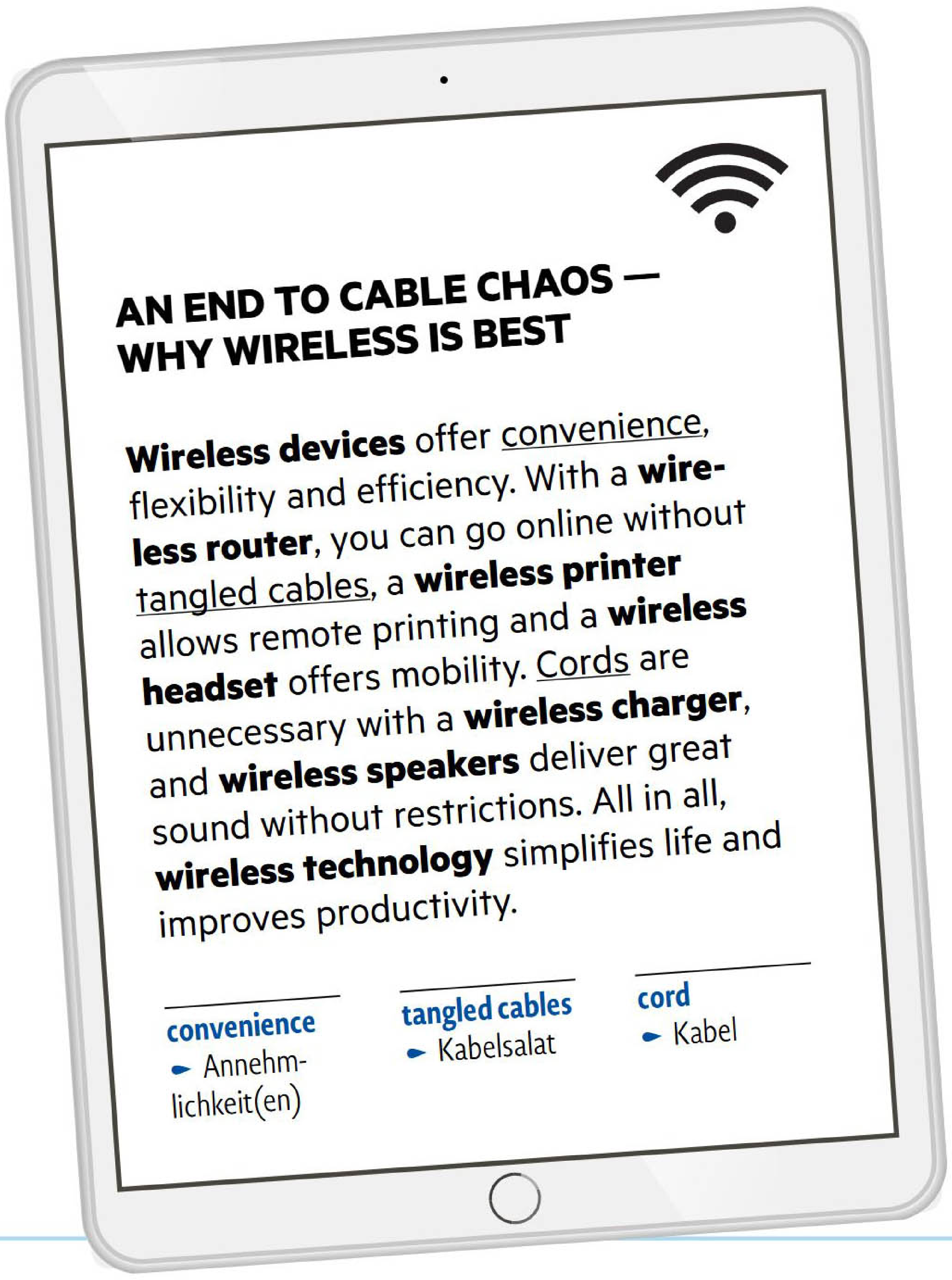
You'll find the answers on page 47

Common collocations

Here, we look at some key word partnerships with "wireless".

"wireless" + noun

wireless charger	drahtloses Ladegerät
wireless device	drahtloses Gerät
wireless headset	drahtloses / schnurloses Headset
wireless printer	drahtloser / kabelloser Drucker
wireless router	Drahtlosrouter
wireless speaker	kabelloser Lautsprecher
wireless technology	Funktechnologie



AN END TO CABLE CHAOS — WHY WIRELESS IS BEST

Wireless devices offer convenience, flexibility and efficiency. With a **wireless router**, you can go online without tangled cables, a **wireless printer** allows remote printing and a **wireless headset** offers mobility. Cords are unnecessary with a **wireless charger**, and **wireless speakers** deliver great sound without restrictions. All in all, **wireless technology** simplifies life and improves productivity.

convenience	Annehmlichkeit(en)
tangled cables	Kabelsalat
cord	Kabel

False friends

Many words in German and English seem similar but have very different meanings.

What are *Boxen* in English?

Boxen = **speakers**

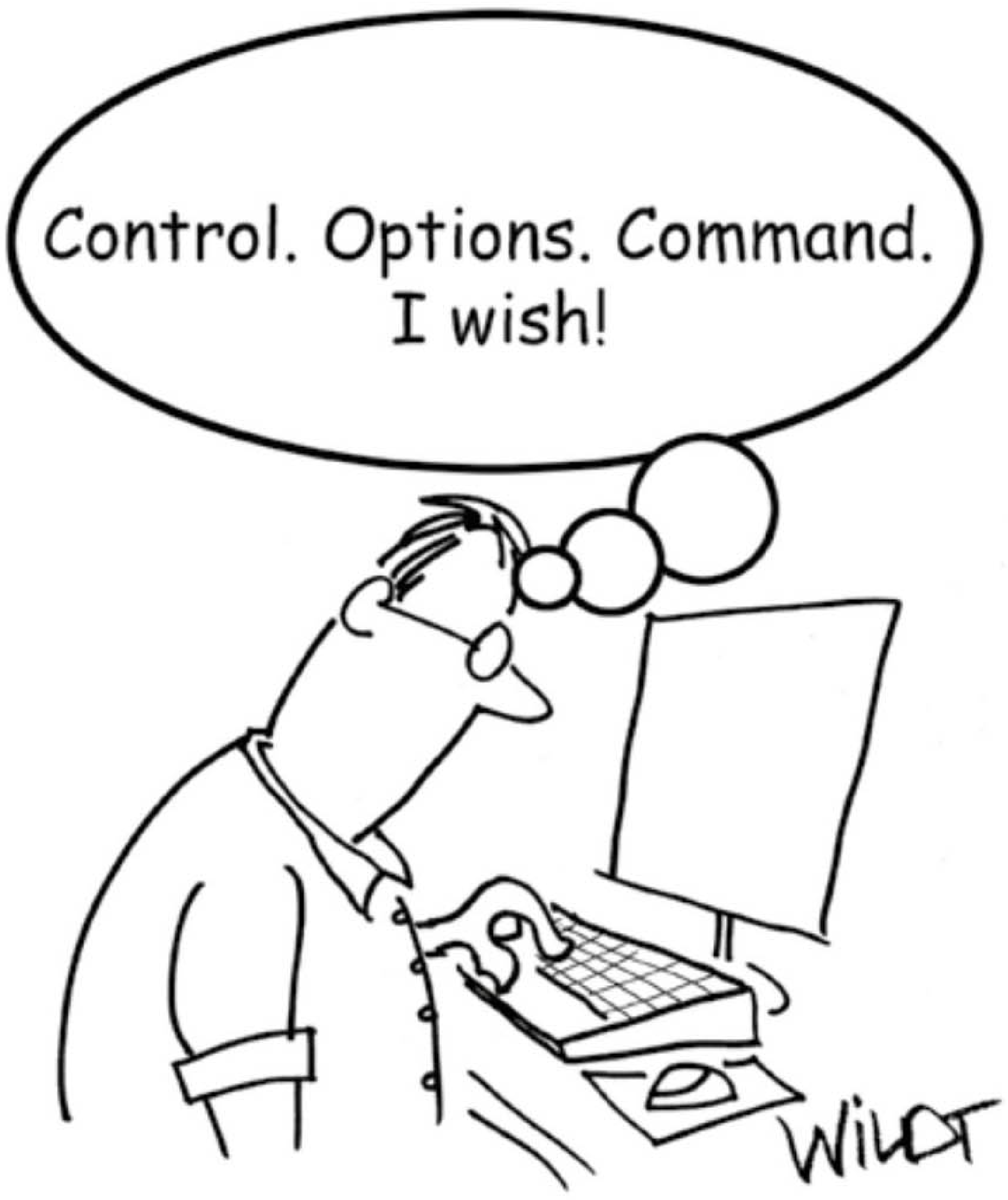
- If you turn up the volume on the speakers, you'll hear us better.

They're not "boxes"!

boxes = *Kartons*

- Where are the boxes that these components arrived in?

Cartoon


Control. Options. Command. I wish!
WILDT

"Control. Options. Command. I wish!"

Where does the QWERTY keyboard come from? The story is that Milwaukee-based printer Christopher Latham Sholes, who built the first typewriter, in the 1860s, orginally had the letters in alphabetical order. However, to prevent the mechanical keys from jamming, he had to separate the most common letters.

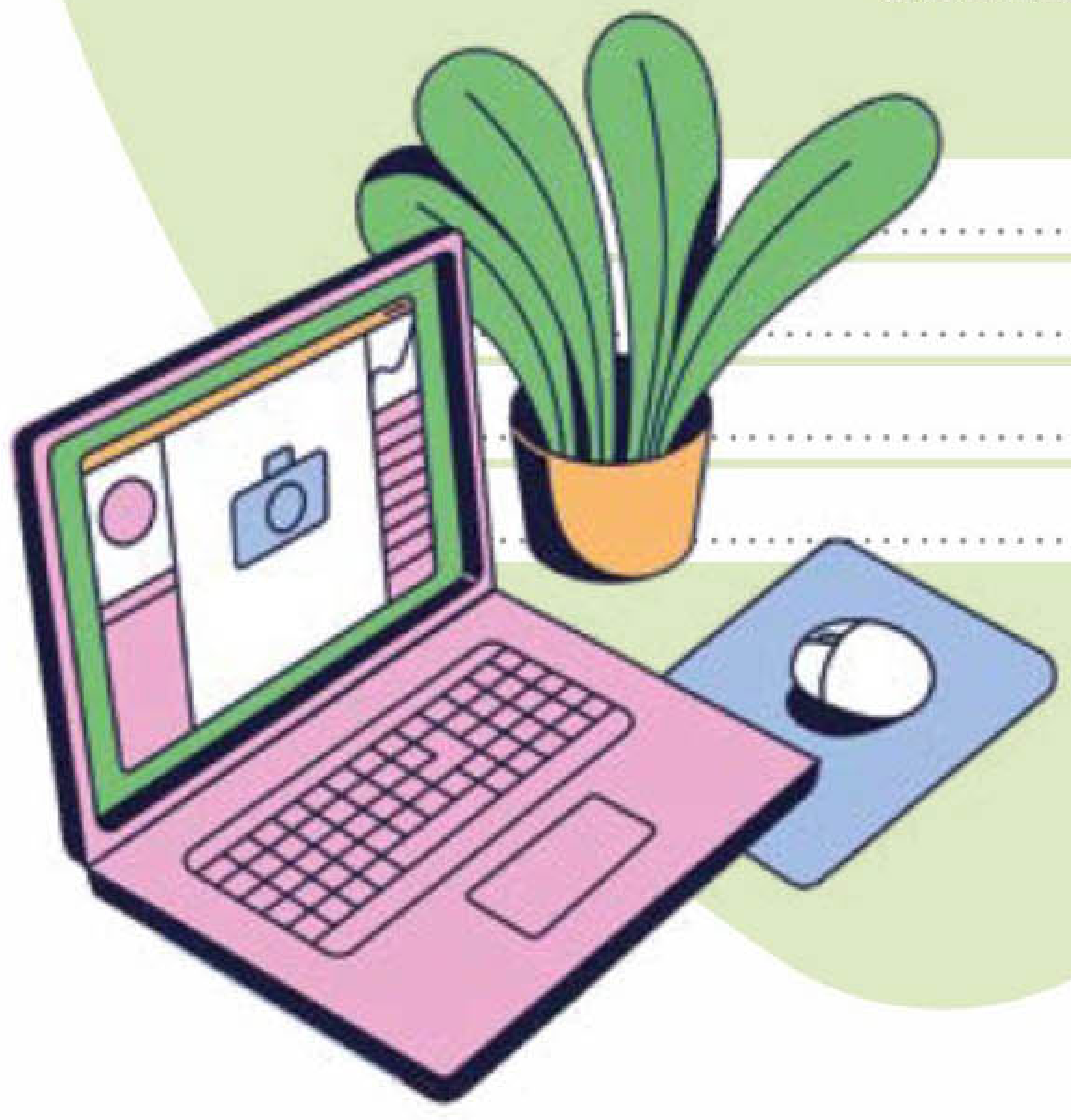
QWERTY was the layout Sholes created. Of course, jamming keys is no longer a problem, but once a norm exists, it is hard to change. Economists talk about "hysteresis effects" for changes that stay in place even long after the original reason for them has disappeared.

I wish!	Schön wär's!
keyboard	*hier:* Computertastatur
typewriter	Schreibmaschine
key	*hier:* Taste
jam	*hier:* verklemmen
stay in place	*hier:* beibehalten werden

Typical mistake

Can you correct the common error(s) in the following sentence?

"Can you explain me this device?"



You'll find the answers below

Progress check

Replace each German word (in *italics*) in the sentences below with the correct English equivalent.

1. Make sure you save all digital images on the .... (*Festplatte*).
2. I've connected an external .... (*Tastatur*) to my laptop.
3. A(n) .... (*Firewall*) will help protect you from hackers.
4. Don't worry. The messages are all .... (*verschlüsselt*).

You'll find the answers below

ANSWERS

Knowledge check:
1–B (wall socket = *Wandsteckdose*)
2–C
3–A (RAM = random access memory)

Grammar check:
Exercise 1
1. may; must
2. should
3. can
4. should; ought
5. must

Exercise 2
1. must
2. ought to
3. shouldn't
4. may not
5. can
6. must

Typical mistake:
"Can you explain **this device to me**?"
The verb "explain" can have an object (what is being explained) and an indirect object (to whom it is being explained).

Progress check:
1. hard drive / hard disk
2. keyboard
3. firewall
4. encrypted

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TEST

Test your language skills!

Testen Sie nun Ihre sprachlichen Kompetenzen. Die Übungen auf diesen zwei Seiten basieren auf Artikeln dieser Ausgabe.

Von DAGMAR TAYLOR

EASY MEDIUM ADVANCED

1. What does it mean? M

After reading "The social entrepreneur" (pp. 12–13), decide whether the following statements are correct or incorrect.

	Correct	Incorrect
1. A **charitable** action is one that helps others, often by giving money or time to people in need.	☐	☐
2. A **cushy** job is one with low wages and no hope of promotion.	☐	☐
3. **Eyewear** is a medical condition that causes loss of vision.	☐	☐
4. Doing something **for the greater good** means acting in a way that benefits most people.	☐	☐
5. A **mark-up** is an object or a sign that shows the position of something.	☐	☐
6. A **turning point** is a moment when something changes significantly, often leading to a new direction or result.	☐	☐

2. A diverse workforce M

Match the nouns (1–5) from "The diversity dividend" (pp. 30–31) with their definitions (A–E).

1. **disability**
2. **equity**
3. **ethnicity**
4. **peer**
5. **policy**

A. fair treatment for everyone, giving people what they need to succeed

B. someone who is the same age or has the same status as you

C. a large group of people who share a culture, language or background

D. a rule or plan made by a company or government to guide decisions

E. a physical or mental condition that makes it harder to do certain activities

1– ☐; **2–** ☐; **3–** ☐; **4–** ☐; **5–** ☐

Fotos: eyetoeyePIX/Stock.com

3. Going bust

M

Complete this dialogue based on the English for... section (pp. 42–43) by translating the German words in brackets.

Pippa: Hey, do you know what's happened to Style Me? I went there yesterday and it was shut.

Dominic: Yeah, their parent company, Pop Wear, went into (1) .... (*Konkursverwaltung*) a few months ago.

Pippa: Oh, no! I didn't realize it was that bad. Did they (2) .... (*in Konkurs gehen*)?

Dominic: Pretty much. Apparently, they were declared (3) .... (*zahlungsunfähig*) after no one stepped in to buy the business. It's sad — a lot of employees have been (4) .... (*jmdm. (betriebsbedingt) kündigen*).

Pippa: That's awful. I shopped there all the time.

Dominic: Me, too. The only good news is that Trendy Time have bought the brand rights and (5) .... (*Restposten*). They're moving everything online.

Pippa: So, no more stores?

Dominic: No. Trendy Time are (6) .... (*ein Unternehmen sanieren*) the company to be online-only.

Pippa: Such a shame. It feels like the end of an era.

5. What's wrong with multitasking?

A

Complete these sentences, based on "Stop multitasking" (pp. 36–37), using the words from the list.

distractions | evidence | fatigue | points out | tempting

1. Multitasking is ...., especially with the fast pace of work.
2. We may feel productive, but the .... suggests the opposite is true.
3. Curt Steinhorst .... that multitasking leads to weaker focus and lower-quality work.
4. Switching between tasks increases .... and reduces productivity.
5. You can maximize focus and productivity by preventing ....

4. Learning a trade

M

After reading "Time for trades" (pp. 18–22), choose the correct option to complete each statement.

1. In a survey by Bosch, around 59 per cent of people in Germany reported a shortage of tradespeople in .... and heating.
   A. lumbering B. plumbing
2. Other occupations with shortages include ...., carpenters, joiners, bricklayers, roofers, plasterers and electrical mechanics.
   A. smoulders B. welders
3. Employment for electricians is growing fast, ... the average growth rate for other occupations.
   A. outpacing B. outsourcing
4. Having a family member in a trade lets you get experience early on, which can make it easier to secure an ....
   A. apprentice B. apprenticeship
5. There's a .... among Britain's tradespeople — only five per cent of them are women.
   A. gender gap B. gender role
6. The Building Trades Educational Benefit Fund is working to address an ageing .... and limited awareness of careers in trades.
   A. workflow B. workforce

ANSWERS

1. What does it mean?

1. Correct (charitable = *gemeinnützig, wohltätig*)

2. Incorrect. When a job is described as "cushy", it means it's easy, comfortable and not very demanding. (cushy (*ifml.*) = *bequem, leicht*)

3. Incorrect. "Eyewear" refers to items like glasses or sunglasses that people wear to improve or protect their vision. (eyewear = *Sehhilfe*)

4. Correct. (the greater good = *das übergeordnete Wohl, Gemeinwohl*)

5. Incorrect. A "mark-up" is an amount added to the cost of a product so a company makes a profit. (mark-up = *Handelsmarge/-spanne*)

6. Correct (turning point = *Wendepunkt*)

2. A diverse workforce

1–E (disability = *Behinderung*)

2–A (equity = *hier: Chancengleichheit*)

3–C (ethnicity = *Ethnie*)

4–B (peer = *Gleichaltrige(r); Ebenbürtige(r)*)

5–D (policy = *Richtlinie*)

3. Going bust

1. receivership

2. go bankrupt

3. insolvent

4. laid off

5. remaining stock

6. restructuring

4. Learning a trade

1–B (plumbing = *hier: Sanitär(bau)*); **2**–B (welders = *Schweißer(in)*); **3**–A (outpace sb./sth. = *jmdn./etw. überholen, übertreffen*); **4**–B (apprenticeship = *Ausbildungsstelle, Lehrstelle*); **5**–A (gender gap = *geschlechtsspezifischer Unterschied*); **6**–B (workforce = *Arbeitskräfte*)

5. What's wrong with multitasking?

1. tempting = *verlockend*

2. evidence = *Beweis(last)*

3. points out (point sth. out = *auf etw. hinweisen, etw. hervorheben*)

4. fatigue = *Ermüdung, Erschöpfung*

5. distractions = *Ablenkung*

My favourite after-work drink in ... Vancouver

Wie gelingt der Start in den Feierabend? Journalistin HANNAH MACREADY hat einen Tipp.

MEDIUM

Working as a journalist in Vancouver takes me all over the city — from Coal Harbour, with its mountain views and luxury condos, to East Vancouver, an area known for vintage shops, cheap bars and cool cafés. One of Canada's most diverse cities, Vancouver is a place full of stories of culture, language and money.

After a busy day spent chasing leads, I want a drink that sharpens the senses and a place where the atmosphere hums. The Keefer Bar is in the heart of Vancouver's historic Chinatown — one of the oldest and largest in North America.

Designed to look like a traditional Chinese apothecary, The Keefer Bar feels moody, intimate and even a little conspiratorial. The lighting comes from anatomical diagrams and flickering candlelight, and the mood is a mixture of curiosity and calm.

My go-to drink here is the rosemary gimlet. It's herbaceous and very refreshing. A cocktail that resets your senses and reorders the day. One sip and the stories I've been chasing, still only half-formed, start to make sense.

condo (*N. Am. ifml.*)	Eigentumswohnung
chase sth.	etw. jagen, verfolgen
lead	*hier:* Hinweis
hum	summen, surren
apothecary [əˈpɒθəkəri]	[wg. Aussprache]
moody	*hier:* stimmungsvoll
conspiratorial	verschwörerisch
flickering	flackernd
go-to drink (*N. Am.*)	*hier:* meistbestelltes Getränk
rosemary	Rosmarin
herbaceous [həˈbeɪʃəs]	krautig
sip	(kleiner) Schluck

HANNAH MACREADY is a Vancouver-based writer and journalist who focused on technology, business and urban development

ROSEMARY GIMLET

- 2 ounces gin
- 1 ounce fresh lime juice
- 1 ounce rosemary simple syrup
- ice
- 1 sprig of fresh rosemary

Rosemary simple syrup

- 1 cup sugar
- 1 cup water
- 2–3 sprigs of fresh rosemary

Instructions

Syrup: Mix the sugar and water in a pan and heat until dissolved. Add rosemary and simmer for five minutes. Remove from heat and leave for 10–15 minutes. Then, strain and cool.

Cocktail: Add gin, lime juice and rosemary syrup to a shaker with ice. Shake hard for 15 seconds. Strain over ice. Garnish with a rosemary sprig.

ounce	Unze
lime	Limette
rosemary	Rosmarin
sprig	kleiner Zweig
cup	ca. 237 ml
dissolved	aufgelöst
simmer sth.	etw. köcheln lassen
strain sth.	*hier:* etw. sieben, ausfiltern
shaker	Mixbecher
garnish sth.	etw. garnieren

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The art of speech writing

From Dr King's "I Have a Dream" to JFK's "Ich bin ein Berliner" — a good speech has a powerful effect. Speechwriters who've worked for presidents in Germany and the US tell you what to do, what not to do and how to make the biggest impact. Learn from the world's experts!

Is death really necessary?

A number of businesses are working on ways for people to avoid dying. Can these companies actually help us live forever?

Evolving energy

The Kingdom of Bhutan produces a lot of hydropower but imports fossil fuels. Now, it is promoting electric cars. We look at what role sustainability plays in the country's Gross National Happiness Index.

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